NAVY REGION SOUTHWEST

REGIONAL EMERGENCY MANAGEMENT PROGRAM

Annex A

Command and Control

Part 1 - Command Center Level Command and Control

1. **Discussion**

    a.   A stationary or mobile command center is a location from which centralized emergency management can be performed by providing a complete command, control, communications, coordination, and information (C4I) capability. The use of command centers is a standard practice in emergency management.

    b.   A command center at the regional level is known as a Regional Operations Center (ROC). A command center at the sub-regional level is known as an Emergency Operations Center (EOC).

    c.   A command center must be capable of serving as the central point for:

       (1)   Coordination of all the jurisdiction's emergency operations.

       (2)   Information gathering, prioritization and dissemination.

       (3)   Coordination with other Navy command centers, federal emergency operations centers, and local civil emergency operations centers as necessary within the appropriate area of responsibility.

       (4)   Resources management.

       (5)   Risk management.

       (6)   Cost analysis.

       (7)   Advance planning based on the situation.

       (8)   Public information matters.

(9)   Safety issues.

(10)   Environmental issues.

2.   **Action**

    a.   **Regional OEM.** The Regional Office of Emergency Management (OEM) shall maintain a functional fixed and mobile command center capable of supporting all core group positions illustrated in Figure A-2 with standardized capability throughout the area of responsibility.

    b.   **Metro San Diego Area**

        (1)   Sub-Regions 1 through 3 (NAVBASE Coronado, NAVBASE San Diego, and NAVBASE Point Loma) shall maintain a modified capacity command center capable of providing the Commanding Officer with operational control of any incident within his/her area of responsibility.

        (2)   Metro San Diego area command centers will be capable manning of the following positions:

            (a)   Director. This position is generally filled by the NAVBASE Executive Officer or Command Duty Officer, but may be filled by anyone the Commanding Officer desires.

            (b)   Public Information Officer (PIO). This position is generally filled by the Regional PAO site manager.

            (c)   Safety Officer. This position is generally filled by the Regional Safety site manager.

            (d)   Liaison Officer. At the Region level this position is filled by a Navy Emergency Preparedness Liaison Officer (EPLO) when the situation warrants. The Sub-Regional Emergency Management Officer (EMO) may fill this position, however, the primary function of the EMO in a command center is to provide guidance and assistance to all staff members, and command level surveillance and reconnaissance in the field when necessary. If the EMO and or a Navy EPLO is not available to perform the duties and responsibilities of the Liaison Officer, the Director will assume those duties and responsibilities, or delegate that function to the Operations Section Officer.

            (e)   Law Enforcement Branch Director. This position is generally filled by the Regional Security site manager.

       (f)   Fire Branch Director. This position is generally filled by the Regional Fire and Emergency Services Site Manager.

       (g)   Medical Branch Director. This position is generally filled by a medical or dental officer from the branch medical or dental clinic within the sub-regional area of responsibility.

       (h)   Public Works Branch Director. This position is generally filled by the PWC San Diego site manager.

       (i)   Display Processor. This position is generally filled by a bit higher ranking service member of the command so this position can also perform the duties and responsibilities of the command center Communications and Automated Information Systems Unit Leader.

       (j)   Message Runner. This position is generally filled by a lower ranking service member of the command. The need to fill of this position will be at the discretion of the Commanding Officer.

       (3)   Metro San Diego area command centers will provide space and accommodations for Civilian Agency or Military Command Representatives and Technical Specialists as necessary.

       (4)   Additional logistical and administrative support for metro San Diego area command centers shall be provided by the Regional Operations Center (ROC).

    c.   **Over The Horizon (OTH) Commands**. Sub-Regions 4 through 8 shall maintain fully functional command centers capable of supporting all core group positions illustrated in Figure A-2 with standardized capability throughout their area of responsibility.

    d.   **Manning and Operation**. All command centers, including Sub-Regions 1 through 3 reduced capacity command centers, shall be manned and operated under the basic concepts of the National Incident Management System (NIMS) Incident Command System (ICS). All duties and responsibilities of all command center positions listed below shall apply to all command centers, including positions that have the duties and responsibilities of more than one position.

    e.   **Tenant Command Assistance**. It is recognized that as a result of regionalization sub-region/installation commanding officers may not have sufficient personnel to man an EOC, including OTH commands. Therefore, sub-region/installation commands may request assistance from tenant commands to man key EOC positions, i.e., Planning and Intelligence Section Officer, Logistics Section Officer, Finance and Administration Section Officer, etc., for any command and control function, including repatriation.

3.   **Command Center Activation**

a.　Activation of the ROC will be determined by the Commander or Chief of Staff.

b.　Activation of sub-region command centers will be determined by the appropriate sub-region Commanding Officer.

c.　The Regional OEM will be immediately notified of any sub-region command center activation for any event, actual or exercise.

d.　A command center may be partially or fully staffed to meet the demands of the emergency/disaster.

4.　**Common Responsibilities**.　The below common responsibilities are applicable to all personnel at a command center.

a.　All personnel shall review their command center assignment including:

(1)　Reviewing and becoming thoroughly familiar with the duties and responsibilities of their command center position.　All personnel shall know to whom they report and exactly what their responsibility will be.

(2)　Reviewing and becoming thoroughly familiar with the duties and responsibilities of all command center positions subordinate to their position.

(3)　Having a clear understanding of their decision-making authority for their agency or Navy command while at an incident at the field level or in a command center.　All personnel shall determine this as soon as they are aware that they may be assigned to an incident or a command center.

(4)　Knowing the resource order number and request number.

(5)　Knowing the reporting location.

(6)　Knowing the reporting time.

(7)　Obtaining travel instructions.

(8)　Preparing personnel items that will be needed.　Assemble and update a travel kit containing, manuals, contact lists, and other reference materials that may be needed for the assigned position.

(9)　Knowing any special communications instructions, e.g., travel frequencies, etc.

b. Upon arrival, all personnel shall check in at the designated check in location. Check in may be required at:

    (1) The regional or sub-regional command center.

    (2) A Departmental Operations Center (DOC) such as public works, medical, etc.

    (3) A field ICP.

    (4) Base or camps.

    (5) Staging areas.

c. Personnel instructed to report directly to a line assignment at the field level should check in with the Division or Group Supervisor.

d. Personnel instructed to report to a command center should ask for the check in location and immediately:

    (1) Receive a briefing from the immediate supervisor.

    (2) Acquire work materials.

    (3) Organize and brief subordinates.

    (4) Use clear text and standard ICS terminology.

e. All command center personnel in supervisory positions shall review Division/Group Assignment Lists (NRSW ICS form 204) for Division/Groups within Branch. Modify lists based on effectiveness of current operations.

f. All command center personnel in supervisory positions shall resolve logistics problems reported by subordinates.

g. All command center personnel shall maintain a unit/activity log (NRSW ICS form 214). When the incident is secured, turn in the original log to the Documentation Unit Leader. Make a copy for the element assigned.

h. Common responsibilities of all Unit leaders shall include:

    (1) Participate in incident planning meetings, as required.

    (2) Determine current status of unit activities.

(3)   Confirm with personnel that they are assigned to recall personnel and resources of time of arrival of staff and supplies.

(4)   Assign specific duties to staff and supervise staff.

(5)   Develop and implement accountability, safety, and security measures for unit's personnel and resources.

(6)   Supervise demobilization of unit, including storage of supplies.

(7)   Provide the Supply Unit Leader with a list of supplies to be replenished.

5.   **Command Center Organization**

a.   Except as modified in paragraph 2.c above, to ensure continuity, and to be consistent with the National Incident Management System (NIMS) Incident Command System (ICS), it is essential that all command centers provide for the five functions of ICS. The five functions are:

(1)   Management. The element within a command center responsible for overall emergency policy and coordination through the joint efforts of commands and/or tenants with in the area of responsibility.

(2)   Operations. The element within a command center organization responsible for coordinating all tactical operations in support of the emergency response through implementation of an Incident Action Plan.

(3)   Planning and Intelligence. The element within a command center organization responsible for collecting, evaluating, and disseminating information and developing an Incident Action Plan (IAP).

(4)   Logistics. The element within a command center organization responsible for providing facilities, services, personnel, equipment and materials.

(5)   Finance and Administration. The element within a command center organization responsible for financial activities and other administrative aspects.

b.   Other command and agency emergency functions may be placed under the five essential functions.

c.   Standard Incident Command System (ICS) terminology shall be used within all command center environments to eliminate confusion.

d.   Figure A-1 illustrates all positions in a fully activated command center under the basic concepts of the Incident Command System (ICS). Although all positions indicated

would not necessarily be physically located inside the command center, this illustration represents a command center organization and chain of command.

 e. Figure A-2 illustrates the core group positions in a fully activated command center that would normally be physically located inside the command center. This illustration also represents the command center organization and chain of command.

 f. Pre-identifying and pre-assigning personnel for command center positions must be accomplished long **before** the need to activate a command center exists.

6. **Regional Planning Agent (Regional OEM)**. Navy Region Southwest is the Regional Planning Agent for all emergency management related issues throughout the States of California, Arizona and Nevada. The Commander may or may not have a position within the Regional Operations Center (ROC) at his/her discretion, but shall be provided a private office space for conferences, briefings, etc., in the immediate vicinity of the ROC.

7. **Navy On-Scene Commander (NOSC)**. The Commander/Commanding Officer of each sub-region shall be the NOSC for all incidents occurring within their designated area of responsibility. The Commanding Officer may or may not have a position within the Emergency Operations Center (EOC) at his/her discretion, but shall be provided a private office space for conferences, briefings, etc., in the immediate vicinity of the EOC.

8. **Command Center Positions**. Listed below are the specific duties and responsibilities of all ROC/EOC positions.

 a. **Director**

  (1) The Navy Region Southwest Deputy and Chief of Staff shall be the primary Director for the ROC.

  (2) The sub-region Executive Officer shall be the primary Director for sub-region command centers.

  (3) The Director is responsible to the Commander, Navy Region Southwest at the ROC level and the Navy On-Scene Commander (NOSC) at the sub-regional EOC level.

  (4) The Director is a command staff position and will always be manned when the command center is activated.

  (5) The Director shall:

   (a) Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b) Well before any anticipated command center activation, identify and pre-assign one primary (1st shift) person for the following subordinate command center positions:

    <u>1</u>   Public Information Officer (PIO).

    <u>2</u>   Safety Officer.

    <u>3</u>   Liaison Officer. At the Region level this position is filled by a Navy Emergency Preparedness Liaison Officer (EPLO) when the situation warrants. The Sub-Regional Emergency Management Officer (EMO) may fill this position, however, the primary function of the EMO in a command center is to provide guidance and assistance to all staff members, and command level surveillance and reconnaissance in the field when necessary. If the EMO and or a Navy EPLO is not available to perform the duties and responsibilities of the Liaison Officer, the Director will assume those duties and responsibilities, or delegate that function to the Operations Section Officer.

    <u>4</u>   Staff Judge Advocate.

    <u>5</u>   Operations Section Officer (Assignment of the Operations Section Officer position is based on the type of incident, and the education, training, and experience of the individual).

    <u>6</u>   Planning and Intelligence Section Officer.

    <u>7</u>   Logistics Section Officer.

    <u>8</u>   Finance and Administration Section Officer.

(c) Activate and supervise subordinate command center positions as necessary for the situation.

(d) Identify the Incident Commander(s) at the Incident Command Post(s) (ICP).

(e) Review and become thoroughly familiar with the command center general information sheet and organization chart.

(f) Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

(g) Assess the situation and/or obtain a briefing from the staff/command duty officer and/or the Incident Commander (IC).

(h)   Establish the immediate priorities.

(i)   Determine incident objectives and strategy.

(k)   Ensure planning and status up-date meetings are scheduled as required.

(k)   Ensure Navy messages are completed and transmitted in the required time limits.

(l)   Approve and authorize the implementation of an Incident Action Plan.

(m)   Ensure that adequate safety measures are in place.

(n)   Coordinate activity for all command and general staff.

(o)   Coordinate with other civil and military command centers as necessary.

(p)   Approve requests for additional resources or for the release of resources.

(q)   Keep the Commander or NOSC as appropriate informed of emergency and/or disaster status.

(r)   Approve the use of volunteers when no Navy personnel are available.

(s)   Authorize release of information to the news media, agencies or other Navy organizations as directed by the Commander/NOSC.

(t)   Order the demobilization of the incident when appropriate.

(u)   Keep the Commander/NOSC apprised of any legal, environmental and political concerns. Ensure the Incident Status Summary (NRSW ICS form 209) is completed and forwarded to the Commander/NOSC at pre-established times.

(v)   Act as the Commander/NOSC in his/her absence.

b.   **Public Information Officer (PIO)**

(1)   The Public Information Officer (PIO) is responsible to the command center Director.

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(2)   The Public Information Officer (PIO) is a command staff position and will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Public Information Officer (PIO) position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Activate and supervise assistant command center positions as necessary for the situation.

(c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(d)   Formulate and release information about the incident to the news media, incident personnel, command center staff, and other appropriate agencies/commands.

(e)   Prepare initial information summary as soon as possible after arrival obtain prior approval and post in common area.

(f)   Monitor news media for rumor control.

(g)   Observe constraints on the release of information imposed by the command center Director.

(h)   Obtain approval for release by the command center Director.

(i)   Attend meetings to update information release.

(j)   Arrange for meetings between media and incident personnel.

(k)   Provide controlled area and escort service for media and VIP's (city, county and state governor/mayor or their representatives). Ensure all escorts are kept in safe areas.

(l)   Respond to special request for information.

(m)   Issue other information after the incident, such as prepare final summary of the incident events, human interest stories, acts of heroism, historical value of property such as damaged, destroyed and/or saved, how other information can be obtained about the incident, etc.

(n)   Liaison with civil sector counterparts as necessary.

c. **Safety Officer**

(1)   The Safety Officer is responsible to the command center Director.

(2)   The Safety Officer is a command staff position and will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Safety Officer position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Activate and supervise assistant command center positions as necessary for the situation.

(c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(d)   Recommend measures for assuring personnel safety.

(e)   Participate in planning meetings.

(f)   Assess and/or anticipate hazardous and unsafe situations.

(g)   Review the Incident Action Plan for safety implications.

(h)   Issue and post safety bulletins as necessary.

(i)   Investigate accidents that have occurred within the incident area and coordinate with the Compensation and Claims Unit in the Finance Section, and the Medical Branch Director as necessary. Keep the Branch Director of the individual that was injured apprised of the findings.

(j)   Exercise emergency authority to stop and prevent unsafe acts that are outside the scope of the Incident Action Plan and advise the Operations Section Officer and command center Director.

(k)   Review and approve the Medical Plan.

(l)   Develop hazardous material site safety plans as required.

(m)   Liaison with civil sector counterparts as necessary.

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d. **Liaison Officer**

   (1)   The Liaison Officer is responsible to the command center Director.

   (2)   The basic duties and responsibilities of the Liaison Officer position are:

       (a)   Coordinate the assignments of military commands and civilian agency representatives, technical specialists and other liaison officers (Coast Guard representatives, civil sector representatives, Navy EPLO's, etc) within the command center.

       (b)   Liaison with civil sector authorities as necessary.

e. **Staff Judge Advocate**

   (1)   The Staff Judge Advocate is responsible to the command center Director.

   (2)   The Staff Judge Advocate is a command staff position and will always be manned when the command center is activated.

   (3)   The basic duties and responsibilities of the primary (1st shift) Staff Judge Advocate position are:

       (a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

       (b)   Activate and supervise assistant command center positions as necessary for the situation.

       (c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

       (d)   Act as primary legal advisor to the command center Director, command staff, and general staff on all legal issues associated with the emergency/disaster.

       (e)   Provide interpretation and application of federal and state law and other applicable directives and regulations associated with the functions of the command center regarding emergencies/disasters in the area of responsibility.

       (f)   Review for accuracy, clarity, consistency, completeness, and compliance with applicable laws and directives, reports, agreements and other documents with legal consequences associated with the functions of the command center.

(g)   Assist the command and general staff in identifying potential legal impacts on wildlife habitats and sensitive areas and as well as legal impacts with regards to wildlife rescue, rehabilitation and cleanup operations with federal, state and local resource agencies.

(h)   Provide the command and general staff with information on the potential legal impacts of response operations.

(i)   Liaison with civil sector counterparts as necessary.

(4)   In certain situations the Staff Judge Advocate could be situated within the Planning and Intelligence Section for general and advance planning.

f.   **Operations Section Officer**

(1)   The Operations Section Officer is responsible to the command center Director.

(2)   The Operations Section Officer is a general staff position and will always be manned when the command center is activated. However, depending on the situation, the Operations Section Officer may be a dual position of one of the branch section officer positions within the Operations Section based on experience, education and training.

(3)   The basic duties and responsibilities of the primary (1st shift) Operations Section Officer position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Well before any anticipated command center activation, identify and pre-assign one primary (1st shift) person for the following subordinate command center positions:

<u>1</u>   Law Enforcement Branch Director.

<u>2</u>   Fire Branch Director.

<u>3</u>   Medical Branch Director.

<u>4</u>   Public Works Branch Director.

<u>5</u>   Air Operations Branch Director.

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(c)   Activate and supervise subordinate command center positions as necessary for the situation.

(d)   Identify the Incident Commander(s) at the Incident Command Post(s) (ICP).

(e)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(f)   Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

(g)   Monitor and coordinate all law enforcement and security, fire, medical, public works, and air operations related activities associated with the incident.

(h)   Keep the command center Director informed of the status of the situation at all ICP's.

(i)   Ensure appropriate Navy messages are completed and transmitted in the required time limits.

(j)   Liaison with civil sector counterparts as necessary.

(4)   Depending on the situation, it may be necessary for the Operations Section Officer to identify and assign one or more Staging Area Managers. When no Staging Area Managers are assigned, the Operations Section Officer assumes those duties and responsibilities.

(5)   The basic duties and responsibilities of Staging Area Managers are:

(a)   Establish a staging area layout.

(b)   Determine any support needs for equipment, feeding, sanitation and security.

(c)   Establish check in function as appropriate.

(d)   Post areas for identification and traffic control.

(e)   Request maintenance service for equipment at staging area as appropriate.

(f)   Respond to request for resource assignments.

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(g)   Obtain and issue receipts for radio equipment and other supplies distributed and received at staging area.

(h)   Maintain and provide status to Resource Unit of all resources in staging area.

(i)   Maintain staging area in orderly condition.

(j)   Advise the Operations Section Officer when reserve levels reach minimums.

(k)   Demobilize staging areas in accordance with the incident Demobilization Plan.

g.   **Law Enforcement Branch Director**

(1)   The Law Enforcement Branch Director is responsible to the Operations Section Officer, or the command center Director if the Operations Section Officer position is not manned.

(2)   The Law Enforcement Branch Director position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Law Enforcement Branch Director position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Activate and supervise subordinate command center positions as necessary for the situation.

(c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(d)   Post an armed guard outside all entrances to the command center and ensure only authorized personnel enter the command center.

<u>1</u>   The command enter Guard will be a constant 24/7 position for the entire time the command center is activated. However, no person will be assigned to this position for more than 6 consecutive hours.

      2   The command enter Guard will essentially perform the functions of a Check-In Recorder, but the primary responsibility shall be command center security.

      (e)   Review and become thoroughly familiar with the duties and responsibilities of the Guard/Check-In Recorder.

      (f)   Monitor and coordinate all law enforcement related activities associated with the incident.

      (g)   Attend planning meetings at the request of the Operations Section Officer.

      (h)   Report to the Operations Section Officer when:

      1   The Incident Action Plan is to be modified.

      2   Additional resources are needed.

      3   Surplus resources are available.

      4   Hazardous situations or significant events occur.

      (i)   Approve accident and medical reports originating within the law enforcement branch.

      (j)   Provide at least one dispatcher from the Regional Dispatch Center to the Regional Operations Center (ROC) (metro San Diego area only).

      (k)   Liaison with civil sector counterparts as necessary.

    h.   **Command Center Guard**

      (1)   The Command Center Guard is responsible to the Law Enforcement Branch Director.

      (2)   The Command Center Guard position will always be manned when the command center is activated. However, no person will be assigned to this position for more than 6 consecutive hours.

      (3)   The basic duties and responsibilities of the Command Center Guard position are:

      (a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Ensure a copy of the command center access list is available.

(c)   Ensure only authorized personnel enter the command center. Entry of personnel not on the access list must be approved by the command center Director or Law Enforcement Branch Director.

(d)   If the command center has been declared "Open Secret", ensure only personnel having a valid secret or higher security clearance are allowed into the command center.

(d)   Transmit check-in information to the Resource Unit Leader on regular pre-arranged schedule.

i.   **Fire Branch Director**

(1)   The Fire Branch Director is responsible to the Operations Section Officer, or the command center Director if the Operations Section Officer position is not manned.

(2)   The Fire Branch Director position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Fire Branch Director position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Activate and supervise subordinate command center positions as necessary for the situation.

(c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(d)   Monitor and coordinate all fire related activities associated with the incident.

(e)   Attend planning meetings at the request of the Operations Section Officer.

(f)   Report to the Operations Section Officer when:

1   The Incident Action Plan is to be modified.

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      2   Additional resources are needed.

      3   Surplus resources are available.

      4   Hazardous situations or significant events occur.

(g)   Approve accident and medical reports originating within the fire branch.

(h)   Liaison with civil sector counterparts as necessary.

j.   **Medical Branch Director**

(1)   The Medical Branch Director is responsible to the Operations Section Officer, or the command center Director if the Operations Section Officer position is not manned.

(2)   The Medical Branch Director position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Medical Branch Director position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Activate and supervise subordinate command center positions as necessary for the situation.

(c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(d)   Monitor and coordinate all medical, mass causality, and fatality related activities of victims or personnel injured or ill and death associated with the incident.

(e)   Attend planning meetings at the request of the Operations Section Officer.

(f)   Report to the Operations Section Officer when:

      1   The Incident Action Plan is to be modified.

      2   Additional resources are needed.

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        <u>3</u>   Surplus resources are available.

        <u>4</u>   Hazardous situations or significant events occur.

    (g)   Approve accident and medical reports originating within the Branch.

    (h)   Liaison with civil sector counterparts as necessary.

k.   **Public Works Branch Director**

    (1)   The Public Works Branch Director is responsible to the Operations Section Officer.

    (2)   The Public Works Branch Director position will always be manned when the command center is activated.

    (3)   The basic duties and responsibilities of the primary (1st shift) Public Works Branch Director position are:

    (a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

    (b)   Activate and supervise subordinate command center positions as necessary for the situation.

    (c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

    (d)   Monitor and coordinate all public works and engineering related activities associated with the incident.

    (e)   Attend planning meetings at the request of the Operations Section Officer.

    (f)   Report to the Operations Section Officer when:

        <u>1</u>   The Incident Action Plan is to be modified.

        <u>2</u>   Additional resources are needed.

        <u>3</u>   Surplus resources are available.

        <u>4</u>   Hazardous situations or significant events occur.

    (g)   Approve accident and medical reports originating within the Branch.

    (h)   Liaison with civil sector counterparts as necessary.

I.   **Air Operations Branch Director**

    (1)   The Air Operations Branch Director is responsible to the Operations Section Officer.

    (2)   The Air Operations Branch Director position is situation dependent and will be manned as necessary when the command center is activated. However, if the Air Operations Branch Director position is not manned (or no one has been assigned to the position), the Operations Section Officer assumes the duties and responsibilities of the Air Operations Branch Director.

    (3)   The basic duties and responsibilities of the primary (1st shift) Air Operations Branch Director position are:

        (a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

        (b)   Activate and supervise subordinate command center positions as necessary for the situation.

        (c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

        (d)   Coordinate all fixed and rotary-wing aircraft operations, including search and rescue (SAR).

        (e)   Coordinate all ground support including fuel, repair, maintenance, and loading/unloading of resources and safety.

        (f)   Attend planning meetings at the request of the Operations Section Officer.

        (g)   Report to the Operations Section Officer when:

           <u>1</u>   The Incident Action Plan is to be modified.

           <u>2</u>   Additional resources are needed.

<u>3</u>   Surplus resources are available.

<u>4</u>   Hazardous situations or significant events occur.

(h)   Approve accident and medical reports originating within the branch.

(i)   Prepare and implement the air operations portion of the Incident Action Plan.

(j)   Liaison with civil sector counterparts as necessary.

m.   **Incident Commander(s)**

(1)   The Incident Commander (IC) is responsible to the Operations Section Officer once the command center is activated.

(2)   The basic duties and responsibilities of the Incident Commander (IC) are:

(a)   Establish a clearly identified Incident Command Post (ICP). An ICP will be identified with a large green flag during the day and a green flashing light at night.

(b)   Notify all emergency responders and the command center of the ICP location and the safe passage route to the ICP.

(c)   Assume overall command of a particular incident.

n.   **Planning and Intelligence Section Officer**

(1)   The Planning and Intelligence Section Officer is responsible to the command center Director.

(2)   The Planning and Intelligence Section Officer is a general staff position and will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Planning and Intelligence Section Officer position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b) Well before any anticipated command center activation, identify and pre-assign one primary (1st shift) person for the following subordinate command center positions:

1 Situation Unit Leader.

2 Resources Unit Leader.

3 Documentation Unit Leader.

4 Demobilization Unit Leader.

(d) Activate and supervise subordinate command center positions as necessary for the situation.

(e) Review and become thoroughly familiar with the command center general information sheet and organization chart.

(f) Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

(g) Collect and process situation information about the incident.

(h) Supervise preparation of the Incident Action Plan.

(i) Provide input to the command center Director and Operations Section Officer in preparing the Incident Action Plan.

(j) Reassign out-of-service personnel already on-site to ICS organizational positions as appropriate.

(k) Establish information requirements and reporting schedules for Planning Section Units (e.g., resources, situation units, etc.).

(l) Determine the need for any specialized resources in support of the incident (EOD, environmental, etc.)

(m) If requested, assemble and disassemble strike teams and task forces not assigned to operations.

(n) Establish special information collection activities as necessary (e.g., weather, environmental, toxins, etc.)

(o) Provide periodic predictions on incident potential.

(p)   Report any significant changes in incident status to the command center Director.

(q)   Compile and display incident status information and for data input to computer if necessary.

(r)   Oversee preparation and implementation of Incident Demobilization Plan.

(s)   Incorporate plans, (e.g., traffic, medical, communications, etc.) into the Incident Action Plan.

o.   **Situation Unit Leader**

(1)   The Situation Unit Leader is responsible to the Planning and Intelligence Section Officer.

(2)   The Situation Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Situation Unit Leader position is not manned (or no one has been assigned to the position), the Planning and Intelligence Section Officer assumes the duties and responsibilities of the Situation Unit Leader.

(3)   The basic duties and responsibilities of the primary (1st shift) Situation Unit Leader position are:

(a)   Well before any anticipated command center activation, identify and pre-assign two primary (1st shift) personnel, two 2nd shift personnel and two alternate personnel for the following subordinate command center positions:

<u>1</u>   Display Processors. A minimum of two Display Processors at a time in the command center is recommended, but will depend on mission requirements.

(b)   Activate and supervise subordinate command center positions as necessary for the situation.

(c)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(d)   Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

(e)   Prepare future projections of incident growth and worse case scenario, maps and intelligence information.

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(f)   Ensure incident information is properly displayed.

(g)   Provide incident weather information.

(h)   Collect, process, and organize all incident information about the incident within the situation unit and prepare for incident briefings using the Incident Status Summary Form (NRSW ICS Form 209) for presentation to the Regional OEM, the command center Director, or a unified command structure, including command and general staff officers when required.

(i)   Provide field observers to incident areas for information collection.

(2)   Depending on the situation, it may be necessary for the Situation Unit leader to identify and assign one or more Field Observers and Weather Observers to collect situation information from personal observations at the incident and collect current incident weather information and provide the information to an assigned meteorologist, Technical Specialist (if assigned) or the Situation Unit leader.

p.   **Display Processors**

(1)   The Display Processors are responsible to the Situation Unit Leader or the Planning and Intelligence Section Officer if the Situation Unit Leader position is not manned.

(2)   The Display Processor position is a functional element of the command center and will almost always be manned. However, if the Display Processor positions are not manned (or no one has been assigned to the positions), the Situation Unit Leader (or Planning and Intelligence Section Officer if the Situation Unit Leader position is not manned) assumes the duties and responsibilities of the Display Processors.

(3)   The basic duties and responsibilities of the Display Processor positions are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Obtain necessary equipment and supplies.

(c)   Obtain copy of Incident Action Plan for each operational period.

(d)   Determine:

<u>1</u>   Location of work assignment.

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    2   Numbers, types and locations of displays required.

    3   Priorities.

    4   Maps requirements for Incident Action Plan.

    5   Time limits for completion.

    6   Field Observer assignments (if assigned) and means of communications.

(e)   Develop required displays in accordance with time limits for Completion.

(f)   Update electronic and white board incident status information displays obtained from the command center staff, Field Observers (if assigned), resources status reports, aerial and other photographs and infrared data.

(g)   Ensure that the displays used are also maintained in a binder notebook.

(h)   Assist the Situation Unit Leader in analyzing and evaluating field reports.

q.   **Resource Unit Leader**

(1)   The Resource Unit Leader is responsible to the Planning and Intelligence Section Officer.

(2)   The Resource Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Resource Unit Leader position is not manned (or no one has been assigned to the position), the Planning and Intelligence Section Officer assumes the duties and responsibilities of the Resource Unit Leader.

(3)   The basic duties and responsibilities of the Resource Unit Leader position are:

(a)   Activate and supervise subordinate command center positions as necessary for the situation.

(b)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

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(c)   Maintain the status of all resources (availability, assigned at incident, and out of service) primary and support resources at an incident.

(d)   Maintain a status keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

(e)   Establish check in responsibilities.

(f)   Provide and oversee all check-in locations for all resources assigned to an incident.

(g)   Prepare an organization assignment list on NRSW ICS Forms 203 and 207 (Organizational Chart).

(h)   Prepare and maintain a command center display to include organization chart and resources allocation and deployment.

(4)   Depending on the situation, it may be necessary for the Resource Unit Leader identify and assign a Check-In Recorder other than the command center Guard assigned by the Law Enforcement Branch Director. If no Check-In Recorder is assigned, the Resource Unit Leader or command center Guard assumes these duties and responsibilities.

(5)   The basic duties and responsibilities of a Check-In Recorder are:

(a)   Obtain work materials, including Check-In Lists (NRSW ICS form 211).

(b)   Establish communications with the communications center.

(c)   Post signs so that arriving resources can easily find the check-in locations.

(d)   Record check-in information on Check-in Lists (NRSW ICS form 211).

(e)   Transmit check-in information to the Resource Unit on regular pre-arranged schedule.

(f)   Forward completed Check-in Lists (NRSW ICS form 211) and status change on resources/personnel to the Resource Unit Leader.

r.   **Documentation Unit Leader**

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(1)   The Documentation Unit Leader is responsible to the Planning and Intelligence Section Officer.

(2)   The Documentation Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Documentation Unit Leader position is not manned (or no one has been assigned to the position), the Planning and Intelligence Section Officer assumes the duties and responsibilities of the Documentation Unit Leader.

(3)   The basic duties and responsibilities of the Documentation Unit Leader position are:

(a)   Activate and supervise subordinate command center positions listed on the position description as necessary for the situation.

(b)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(c)   Set up work area and begin organization of incident files.

(d)   Provide duplication services and respond to requests.

(e)   Review records for accuracy and completeness and inform appropriate units of errors and omissions.

(f)   Provide incident documentation as requested.

(g)   Maintain accurate, up-to-date incident files.

(h)   Ensure all logs are turned in at the end of each operational period from the sections, branches, and units.

(i)   Store files for post-incident use when the incident is secured.

(2)   Depending on the situation, it may be necessary for the Documentation Unit Leader to identify and assign Data Input Clerks to place data in computer from all sources, e.g., unit logs, reports, etc., or as directed by the Documentation Unit Leader. If no Data Input Clerks are assigned, the Documentation Unit Leader assumes these duties and responsibilities.

s.   **Demobilization Unit Leader**

(1)   The Demobilization Unit Leader is responsible to the Planning and Intelligence Section Officer.

(2)   The Demobilization Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Demobilization Unit Leader position is not manned (or no one has been assigned to the position), the Planning and Intelligence Section Officer assumes the duties and responsibilities of the Demobilization Unit Leader.

(3)   The basic duties and responsibilities of the Demobilization Unit Leader position are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Review incident resources records to determine the likely size and extent of demobilization effort.

(c)   Based on the above analysis, add additional personnel, workspace and supplies as needed.

(d)   Coordinate demobilization with Navy Command/Agencies Representatives.

(e)   Monitor on going Operations Section resource needs.

(f)   Identify surplus resources and probable release time.

(g)   Develop incident checkout function for all Units.

(h)   Evaluate logistics and transportation capabilities to support demobilization.

(i)   Establish communications with off-incident facilities, as necessary.

(j)   Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.

(k)   Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.

(l)   Distribute demobilization plan (on and off-site).

(m)   Ensure that all Sections/Units understand their specific demobilization responsibilities.

(n)   Supervise execution of the Incident Demobilization Plan.

(o)   Brief Planning Section Officer on demobilization progress.

(p)   Provide records of personnel and equipment check in, release from incident, travel, required rest and safety needs of released resources. Not all agencies require specific demobilization instructions.

t.   **Logistics Section Officer**

(1)   The Logistics Section Officer is responsible to the command center Director.

(2)   The Logistics Section Officer is a general staff position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Logistics Section Officer position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Well before any anticipated command center activation, identify and pre-assign one primary (1st shift) person for the following subordinate command center positions:

1   Communications and Automated Information Systems Unit Leader.

2   Humanitarian Branch Director.

(c)   Activate and supervise subordinate command center positions as necessary for the situation.

(d)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(e)   Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

(f)   Notify the Resource Unit of Logistics Section activation including names and location of assigned personnel and communication capability.

(g)   Assemble and brief Branch Directors and Unit Leaders as necessary.

(h)   Participate in preparation of Incident Action Plan.

(i)   Identify service, support and humanitarian requirements for planned and expected operations.

(j)   Review and provide input to the Communications Plan, Medical Plan, and Traffic Plan.

(k)   Coordinate and process requests for additional resources.

(l)   Review Incident Action Plan and estimate section needs for next operational period.

(m)   Advise on current service, support, and humanitarian capabilities.

(n)   Prepare service, support, and humanitarian elements of the Incident Action Plan.

(o)   Estimate future service, support and humanitarian requirements.

(p)   Receive the Demobilization Plan from the Planning Section.

(q)   Recommend release of unit resources in conformity with the Demobilization Plan.

(r)   Ensure general welfare and safety of Logistics Section personnel.

(4)   Depending on the situation, it may be necessary for the Logistics Section Officer to identify and assign a Service Branch Director to supervise the duties and responsibilities of this branch and units within the branch. If these positions are not assigned, the Logistics Section Officer assumes the duties and responsibilities of the unassigned Branch Director and units. This branch and units are:

(a)   A Service Branch Director to manage all services activities associated with the incident; determine the level of services required for support operations; confirm dispatch of branch personnel; participate in planning meetings of Logistics Section personnel; organize and prepare assignments for services branch personnel; and, coordinate activities of branch units. Units under the Service Branch Director are:

1   A Medical Unit Leader to:

a   Identify and assign sufficient Responder Rehabilitation Managers to allow 24 hour operation with 12-hour shifts to rehabilitate first

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responders from any Navy command or civilian agency ICP/command center staff personnel who are suffering from the effects of strenuous work and/or extreme conditions.

b Provide a Responder Rehabilitation Manager to work to rehabilitate first responders from any Navy command or civilian agency ICP/command center staff personnel who are suffering from the effects of strenuous work and/or extreme conditions; designate responder rehabilitation location and have location announced on the radio; request necessary medical personnel to evaluate medical condition of personnel being rehabilitated; request necessary resources for rehabilitation of personnel, e.g., water, juice, personnel, request feeding as necessary for personnel being rehabilitated through Food Unit or Logistics Section Chief at the field level; release rehabilitated personnel to the Planning Section for reassignment; and, maintain appropriate records and documentation.

c Establish a medical unit.

d Participate in Logistics Section/Service Branch planning activities.

e Prepare procedures for a major medical emergency.

f Declare major medical emergency as appropriate.

g Respond to requests for medical aid, medical transportation, and medical supplies.

h Develop the Medical Plan for review and approval by the Safety Officer.

i Prepare and submit medical reports and records.

j Assist the Safety Officer and the Finance and Administration Section in providing reports of assigned incident personnel that were injured or death that occurred at incident areas.

k Provide all medical services required for all first responders including ICP/command center staff personnel.

2 A Food Unit Leader to determine food and water requirements at all incident facilities; determine cooking facilities required or food preparation, serving, providing potable water, and general maintenance of the food service areas that best fit each facility or situation; obtain necessary equipment and supplies and establish cooking facilities; ensure that well-balanced menus are provided; order sufficient food and potable water from the Supply Unit; maintain an inventory of food and water; and, ensure appropriate health and safety measures are being followed.

<u>3</u>   Cooks and Food Service Helpers to prepare and handle food as directed by the Food Unit Leader.

(5)   Besides the Communications and Automated Information Systems Unit Leader and Humanitarian Branch Director, there are a number of additional service and support positions that the Logistics Section Officer may identify and assign depending on the situation, but these positions will not normally be in the command center. Also, depending on the situation, it may be necessary for the Logistics Section Officer to identify and assign a Support Branch Director to supervise the duties and responsibilities of this branch and units within the branch. If these positions are not assigned, the Logistics Section Officer assumes the duties and responsibilities of the unassigned Branch Director and units. This branches and units are:

(a)   A Support Branch Director to supervise the operations of the supply, facilities, and ground support units; identify support branch personnel dispatched to the incident; develop and implement logistics plans in support of the Incident Action Plan; obtain work materials; determine initial support operations in coordination with Logistics Section Officer and Service Branch Director; prepare initial organization and assignments for support operations; determine if assigned branch resources are sufficient; maintain surveillance of assigned units work progress and inform Logistics Section Officer; and, resolve problems associated with requests from Operations Section. Units within the Support Branch are:

<u>1</u>   A Supply Unit Leader to order personnel, equipment, and supplies; receive and store all supplies for the incident; participate in Logistics Section and Support Branch planning activities; determine type and amount of supplies enroute; review the Incident Action Plan for information on operations of the Supply Unit; develop and implement safety and security requirements; receive and respond to requests for personnel and equipment; maintain an inventory of supplies and equipment; and, service reusable equipment.

<u>2</u>   An Ordering Manager to place all orders for supplies and equipment for the incident; obtain necessary Navy or civilian agency order forms; establish ordering procedures; identify times and locations for delivery of supplies and equipment; keep Receiving and Distribution Manager informed of orders placed; and, submit all ordering documents to the Supply Unit Leader before demobilization.

<u>3</u>   A Receiving and Distribution Manager to receive and distribute all supplies and equipment (other than primary resources); order required personnel to operate the supply area; organize physical layout of the supply area; establish procedures for operating the supply area; maintain an inventory of supplies and equipment; develop security requirement for the supply area; submit necessary reports to the Supply Unit Leader; notify the Ordering Manager of supplies and equipment received; and, provide necessary supply records to Supply Unit Leader.

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        <u>4</u>   Supply Helpers and Supply Recorders to perform duties as directed by the Receiving and Distribution Manager.

        <u>5</u>   Tool and Equipment Specialists and Tool Attendants to service and repair all hand tools and equipment; determine personnel requirements (tool and equipment attendants); obtain necessary equipment and supplies; set up a tool and equipment storage and conditioning area; establish a tool and equipment inventory and accountability system; assemble tools and equipment for issuance for each operational period in accordance with the Incident Action Plan; and ensure that all appropriate safety measures are taken in tool and equipment conditioning area.

        <u>6</u>   A Facilities Unit Leader to determine the requirements for each facility; layout and activate incident facilities, base, camp(s), as necessary; notify unit leaders of the incident facility lay out; provide sleeping and sanitation facilities for incident personnel; ensure that each facility (base camp) has an assigned manager who reports to the Facility Unit Leader; and, provide security services, general maintenance, lighting, and clean up.

        <u>7</u>   Security Managers to develop a Security Plan for the incident facilities; adjust the Security Plan for personnel and equipment changes and releases; provide base and camp security protection for personnel and property from lost and damage as directed by the Facilities Unit Leader; coordinate security activities with appropriate incident personnel; and, coordinate with the Resource Unit Leader to obtain information from Navy command and civilian agency crews for any special custodial requirements that may effect operations.

        <u>8</u>   A Base Manager to determine base personnel support requirements; obtain necessary equipment and supplies; ensure that all base facilities and equipment are setup and properly functioning; supervise the establishment of base sanitation and sleeping facilities; make base sleeping assignments; and ensure that strict compliance with all applicable safety regulations.

        <u>9</u>   Camp Managers to determine personnel camp support requirements; obtain necessary equipment and supplies; ensure that all camp sanitation, shower, and sleeping facilities are set up and properly functioning; make camp sleeping arrangements; supervise all camp facility maintenance and security services; ensure strict compliance with all applicable safety regulations; ensure that all camp to base communications are centrally located; ensure that all camp to base transportation scheduling is centrally located; and, provide over all coordination of all camp activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.

        <u>10</u>   Facility Maintenance Specialists to request required maintenance support personnel and assign duties; obtain necessary supplies, tools, and equipment; ensure that all facilities are maintained in a safe condition; disassemble temporary

facilities when no longer required and restore area to pre-incident condition; ensure proper shower, toilet, and sleeping facilities are maintained; and, provide and maintain lights and other electrical equipment and to maintain the base, camp, ICP and command center facilities in a clean an orderly manner.

11   A Ground Support Unit Leader to coordinate and resolve civilian agency or military command time keeping policy with the Time Unit Leader in the Finance Section; obtain or create time logs as required, support out of service resources; provide transportation for personnel, supplies, food, and equipment; fuel, service, maintain, and repair vehicles and other ground support equipment, implement a traffic plan for the incident; participate in Support Branch and Logistics Section planning activities; notify the Resources Unit of all status changes on support and transportation vehicles; maintain an inventory of support and transportation vehicles; and, collect use information on rented vehicles.

12   An Equipment Manager to provide transportation and support vehicle services; maintain records of equipment use and service provided; review the Incident Action Plan to determine locations for assigned resources, staging area locations, fueling, and service requirements for all resources; coordinate with the Ground Support Unit Leader to determine civilian agency or military command time keeping policy and obtain time logs as required; obtain proper equipment time logs for all equipment used, rented, or leased maintained by the appropriate civilian agency or military command element; review all time logs for completeness before turning in the documents to the Time Recorder in the Finance Section at the end of each operational period; determine and obtain necessary equipment and supplies (e.g., gasoline, diesel, oil, and parts needed to maintain equipment in efficient operating condition), and place orders with the Supply Unit; provide maintenance and fueling according to schedule; prepare schedules to maximize use of available transportation; coordinate with Navy commands and civilian agency representatives on services and repair policies as required; inspect equipment condition and ensure coverage by equipment agreement; and, check all service repair areas to ensure all appropriate safety measures are being taken.

13   An Equipment Timekeeper to determine appropriate civilian agency or military command time keeping policy and obtain time logs as required from the Equipment Manager; set up and maintain equipment time logs for equipment used for the incident; ensure time logs are completed at the end of each operational period; and, turn documents over to the Equipment Manager for review and approval before the documents are forwarded to the Time Recorder in the Finance Section.

14   Mechanics to maintain vehicles and equipment as directed by the Equipment Manager.

15   Drivers and Equipment Operators to operate vehicles and equipment as directed by the Equipment Manager.

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(b)   Although the Humanitarian Branch Director is a core group position and will always be activated, there are a number of additional service units under this branch that the Humanitarian Branch Director may identify and assign depending on the situation, but these positions will not normally be in the command center. However, some of these positions may be assigned to the Operations Chief in the field as necessary. These units are:

<u>1</u>   A Navy Legal Services Unit Leader to participate in Logistics Section and Humanitarian Branch development and planning meetings as required by the Branch Director; review the Incident Action Plan; determine the number of support personnel, equipment, and, requirements for unit are required for field mobilization response; and, Determine if the unit needs to be re-assigned to and under the Operations Section Officer as long as needed by the incident.

<u>2</u>   A Navy Relief Unit Leader to participate in Logistics Section and Humanitarian Branch development and planning meetings as required by the Branch Director; review the Incident Action Plan; determine the number of support personnel, equipment and requirements for unit are required for field mobilization response; and, determine if the unit needs to be re-assigned to and under the Operations Section Officer as long as needed by the incident.

<u>3</u>   A Chaplain Unit Leader to review the Incident Action Plan; participate in Logistics Section and Humanitarian Branch development and planning meetings as required by the Branch Director; determine the number of support personnel; equipment and requirements for unit are required for field mobilization response; and, determine if the unit needs to be re-assigned to and under the Operations Section Officer as long as needed by the incident.

<u>4</u>   A Social Services Unit Leader to review the Incident Action Plan; participate in Logistics Section and Humanitarian Branch development and planning meetings as required by the Branch Director; determine the number of support personnel, equipment and requirements for unit are required for field mobilization response; and, determine if the unit needs to be re-assigned to and under the Operations Section Officer as long as needed by the incident.

u.   **Communications and Automated Information Systems Unit Leader**

(1)   The Communications and Automated Information Systems Unit Leader is responsible to the Logistics Section Officer.

(2)   The Communications and Automated Information Systems Unit Leader position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Communications and Automated Information Systems Unit Leader position are:

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(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Well before any anticipated command center activation, identify and pre-assign at least one primary (1st shift) person, at least one 2nd shift person, and at least one alternate for the following subordinate command center positions:

<u>1</u>   Radio Operator (at least one, but two may be necessary).

<u>2</u>   Telephone Operator (at least one, but two or more may be necessary).

<u>3</u>   Message Drafter.

<u>4</u>   Message Runner (at least one, but two may be necessary).

(c)   Activate and supervise subordinate command center positions as necessary for the situation.

(d)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(e)   Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

(f)   Become thoroughly familiar with and operate all electronic communications media including computer systems and video teleconferencing (VTC), both secure and unsecure.

(g)   Become thoroughly familiar with and operate all COMSEC equipment, including programming COMSEC equipment, in accordance with current Navy-wide directives.

(h)   Prepare and implement the Incident Radio Communications Plan (NRSW ICS form 205).

(i)   Establish a message center within the command center, including internet and e-mail.

(j)   Establish appropriate communications distribution and maintenance locations within base/camp(s).

(k)   Develop effective use of incident communications and computer equipment and facilities.

(l)   Develop procedures for assisting the incident communications center a command center environment.

(m)   Ensure communications and computers systems are tested and operational.

(n)   Ensure an equipment accountability system is established.

(o)   Ensure personal portable radio and lap top computer equipment is distributed.

(p)   Provide technical information as required on:

<u>1</u>   Adequacy of communications systems currently in operation.

<u>2</u>   Geographic limitation on communications systems.

<u>3</u>   Equipment capabilities/limitations.

<u>4</u>   Amount and type of equipment available.

(q)   Anticipate problems in the use of communications equipment and computers.

(r)   Maintain records on all communications/computer equipment as appropriate.

(s)   Ensure inoperative equipment is repaired.

(t)   Recover equipment from relieved or released units.

(u)   Ensure all subordinate's reports are completed, neatly organized, and turned in to the Documentation Unit Leader at the end of each operational period.

(v)   Ensure adequate messengers are available to deliver messages and reports as needed.

v.   **Radio Operator(s)**

(1)   Radio Operators are responsible to the Communications and Automated Information Systems Unit Leader.

(2)   At least one Radio Operator position will always be manned when the command center is activated. Two or more Radio Operator positions may be manned depending on the situation.

(3)   The basic duties and responsibilities of the Radio Operator positions are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Operate HF, VHF and UHF radios, including secure voice radios, as directed by the Communications and Automated Information Systems Unit Leader.

(c)   Receive and transmit messages within and external to incident.

(d)   Monitor all radio traffic between units and report significant transmissions to the appropriate section officer.

(e)   Request service on any inoperable or marginal equipment.

(f)   Maintain a record of unusual incident occurrences.

(g)   Provide briefing to relief on:

<u>1</u>   Current activities.

<u>2</u>   Equipment status.

<u>3</u>   Any unusual communications situations.

(h)   Turn in appropriate documents to Incident Communications and Automated Information System Unit Leader at the end of each operational period.

(i)   Demobilize Communications Center in accordance with Incident Demobilization Plan.

w.   **Telephone Operator(s)**

(1)   Telephone Operators are responsible to the Communications and Automated Information Systems Unit Leader.

(2)   At least one Telephone Operator position will always be manned when the command center is activated. Two or more Telephone Operators positions may be manned depending on the situation.

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(3)   The basic duties and responsibilities of the Telephone Operator positions are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Receive and telephonic messages within and external to incident by cellular or land line telephone as directed by the Communications and Automated Information Systems Unit Leader.

(c)   At the end of each operational period, neatly stack reports and turn them in to the Communications and Automated Information System Unit Leader.

x.   **Message Drafter**

(1)   The Message Drafter is responsible to the Communications and Automated Information Systems Unit Leader.

(2)   The Message Drafter position will always be manned at the location where official classified and unclassified messages are transmitted and received for the command center.

(3)   The basic duties and responsibilities of the Message Drafter position is:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Draft and transmit classified and unclassified messages as directed by the command and general staff, or the Communications and Automated Information Systems Unit Leader.

(c)   Continuously receive and distribute classified and unclassified messages as directed by the command and general staff, or the Communications and Automated Information Systems Unit Leader.

(d)   Maintain electronic and paper copies of all classified and unclassified messages until the command center is deactivated. Upon deactivation, turn all message traffic over to the EMO.

y.   **Message Runner(s)**

(1)   Message Runners are responsible to the Communications and Automated Information Systems Unit Leader.

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(2)   At least one Message Runner position will be manned as directed by the command center Director when the command center is activated. However, if no Message Runner positions are manned, each command center staff member will be individually responsible for delivering their own messages/reports, making copies, etc.

(3)   The basic duties and responsibilities of the Message Runner positions are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Deliver messages/reports from one position to another within the command center.

(c)   Provide copying services.

(d)   Perform other assignment as directed by the Communications and Automated Information Systems Unit Leader.

z.   **Humanitarian Branch Director**

(1)   The Humanitarian Branch Director is responsible to the Logistics Section Officer.

(2)   The Humanitarian Branch Director position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the Humanitarian Branch Director position are:

(a)   Activate and supervise subordinate command center positions as necessary for the situation.

(b)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(c)   Determine number of support personnel, equipment and requirements for a particular unit for field mobilization response.

(d)   Determine if the activated units need to be re-assigned to and under the Operations Section Officer as long as needed by the incident.

(e)   Review the Incident Action Plan.

(f)   Participate in Logistics Section/Humanitarian Branch development/planning meetings as required by the Branch Director.

(g)   Provide humanitarian services to workers, victims, and family members in support of the incident/disaster.

(h)   Plan, implement, and coordinate unit, staffing, equipment, and transportation needs expected as a result of the incident.

(i)   Establish a system to track and monitor incoming information, as well as support services provided by one of the units to the Planning and Intelligence Section.

(j)   Establish and maintain the Family Information Center (FIC) throughout the crisis for the decimation of relevant information as necessary.

(4)   Depending on the situation, it may be necessary for the Humanitarian Branch Director to identify and assign a Navy Legal Services Unit Leader, a Navy Relief Unit Leader, a Chaplain Unit Leader, and/or a Social Services Unit Leader. If these positions are not assigned, the Humanitarian Branch Director assumes those duties and responsibilities.

(5)   The duties and responsibilities of the Navy Legal Services Unit Leader, the Navy Relief Unit Leader, the Chaplain Unit Leader, and the Social Services Unit Leader are listed in paragraphs 8.s.(6)(f) through 8.s.(6)(i) of this instruction.

aa.   **Finance and Administration Section Officer**

(1)   The Finance and Administration Section Officer is responsible to the command center Director.

(2)   The Finance and Administration Section Officer is a general staff position will always be manned when the command center is activated.

(3)   The basic duties and responsibilities of the primary (1st shift) Finance and Administration Section Officer position are:

(a)   Well before any anticipated command center activation, identify and pre-assign at least one person as the 2nd shift for this position and one alternate for this position in the event the 1st or 2nd shift person is not available.

(b)   Well before any anticipated command center activation, identify and pre-assign one primary (1st shift) person, one 2nd shift person, and one alternate person for the following subordinate command center positions:

1   Time Unit Leader.

   <u>2</u> Procurement Unit Leader.

   <u>3</u> Compensation and Claims Unit Leader.

   <u>4</u> Cost Unit Leader.

  (c) Activate and supervise subordinate command center positions as necessary for the situation.

  (d) Review and become thoroughly familiar with the command center general information sheet and organization chart.

  (e) Review and become thoroughly familiar with the duties and responsibilities of all command center positions subordinate to this position.

  (f) Be responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section. This will include, but not limited to capturing all costs associated with the event as they occur before and after a Presidential declaration.

  (g) Organize and operate the Finance and Administration Section within the guidelines, policy and constraints established by this and other relevant instructions.

  (h) Participate in the development of the Incident Action Plan.

  (i) Gather pertinent information from briefings with responsible Navy commands or Agencies.

  (j) Develop an operating plan for the Finance and Administration Section.

  (k) Fill supply and support needs.

  (l) Determine the need to set up and operate an incident commissary.

  (m) Meet with assisting and cooperating Navy commands or agencies.

  (n) Maintain daily contact with Navy commands or agencies administrative headquarters on finance and administration matters.

  (o) Ensure that all personnel time records are accurately completed and transmitted to parent Navy commands or home agencies according to policy.

(p)   Provide financial input to demobilization planning.

(q)   Ensure that all obligation documents initiated at the incident are properly prepared and completed.

(r)   Brief Navy commands and Agencies administrative personnel on all incident related financial issues needing attention or follow-up prior to leaving incident.

bb.   **Time Unit Leader**

(1)   The Time Unit Leader is responsible to the Finance and Administration Section Officer.

(2)   The Time Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Time Unit Leader position is not manned (or no one has been assigned to the position), the Finance and Administration Section Officer assumes the duties and responsibilities of the Time Unit Leader.

(3)   The basic duties and responsibilities of the Time Unit Leader position are:

(a)   Activate and supervise subordinate command center positions as necessary for the situation.

(b)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(c)   Determine incident requirements for time recording function.

(d)   Determine appropriate civilian agency or military command policy and what equipment time logs are to be used by the Equipment Timekeeper in the Logistics Section.

(e)   Coordinate equipment time log requirements and resolve any equipment time keeping issues with the Ground Support Unit Leader in the Logistics Section.

(f)   Ensure that daily personnel time recording documents are prepared and in compliance with appropriate Navy civilian agency policy.

(g)   Maintain separate logs for overtime hours.

(h)   Establish commissary operation on larger or long-term incidents as needed.

(i)   Submit cost estimate data forms to Cost Unit as required.

(j)   Maintain records security.

(k)   Ensure that all records are current and completed prior to demobilization.

(l)   Release time reports from assisting Navy command or agency personnel to the respective Navy command or agency representatives prior to demobilization.

(m)   Brief the Finance Section Officer on current problems and recommendations, outstanding issues, and follow-up requirements.

(4)   Depending on the situation, it may be necessary for the Time Unit Leader to identify and assigned a Personnel Time Recorder, an Equipment Time Recorder, and/or a Commissary Manager. If these positions are not assigned, the Time Unit Leader assumes those duties and responsibilities.

(5)   The duties and responsibilities of the Personnel Time Recorder are:

(a)   Establish and maintain a file for employee time reports within the first operational period.

(b)   Initiate, gather, or update time report from all applicable personnel assigned to the command center for each operational period.

(c)   Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.

(d)   Post all commissary issues to personnel time documents.

(e)   Ensure that all time reports are signed.

(f)   Close out time documents prior to personnel leaving the command center.

(g)   Distribute all time documents according to Navy command or agency policy.

(h)   Maintain a log of excessive hours worked and give to Time Unit Leader daily.

(6)   The duties and responsibilities of the Equipment Time Recorder are:

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(a)   Set up equipment time recorder function in location designated by the Time Unit Leader.

(b)   Advise the Ground Support Unit Leader, Facilities Unit Leader, and Air Support Group Leader of the requirements to establish and maintain a daily record of equipment time.

(c)   Assist the unit in establishing a system for collecting equipment time reports.

(d)   Post all equipment time tickets within four hours after the end of each operational period.

(e)   Prepare and use a summary invoice for equipment (as required) within 12 hours after equipment arrival at incident.

(f)   Submit data to the Time Unit Leader for cost effectiveness analysis.

(g)   Maintain a current posting on all charges or credits for fuel, parts, services, and commissary.

(h)   Verify all time data and deductions with owner/operator of equipment.

(i)   Complete all forms according to Navy command or agency specifications.

(j)   Close out forms prior to demobilization.

(k)   Distribute copies per Navy command or agency policy.

(7)   The duties and responsibilities of the Commissary Manager are:

(a)   Set up and provide commissary operation to meet command center needs.

(b)   Establish and maintain commissary security.

(c)   Request commissary stock through the Supply Unit Leader.

(d)   Maintain a complete record of commissary stock including invoices for material received, issuance records, transfers records, and closing inventories.

(e)   Maintain commissary issue records by crews and submit records to the Time Recorder during or at the end of each operational period.

(f)   Use proper Navy or agency forms for all record keeping and complete forms according to Navy or Agency specification.

(g)   Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.

cc.   **Procurement Unit Leader**

(1)   The Procurement Unit Leader is responsible to the Finance and Administration Section Officer.

(2)   The Procurement Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Procurement Unit Leader position is not manned (or no one has been assigned to the position), the Finance and Administration Section Officer assumes the duties and responsibilities of the Procurement Unit Leader.

(3)   The basic duties and responsibilities of the Procurement Unit Leader position are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Administer all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

(c)   Review incident needs and any special procedures with Unit Leaders, as needed.

(d)   Coordinate with local jurisdiction on plans and supply sources.

(e)   Obtain an incident procurement plan.

(f)   Draft memoranda of understanding.

(g)   Establish contracts and agreements with supply vendors.

(h)   Provide coordination between the Ordering Manager, Navy command or agency dispatch, and all other procurement organizations supporting the incident.

(i)   Ensure that a system is in place that meets Navy or agency property management requirements. Ensure proper accounting for new property.

(j)   Interpret contracts and agreements.

(k)   Resolve disputes within delegated authority.

(l)   Coordinate with the Compensation and Claims Unit for processing claims.

(m)   Coordinate use of funds as required.

(n)   Complete final processing of contracts and send documents for payment.

(o)   Coordinate cost data in contracts with Cost Unit Leader.

(p)   Brief Finance and Administration Section Officer on current problems and recommendations, outstanding issues, and follow up requirements.

dd.   **Compensation and Claims Unit Leader**

(1)   The Compensation and Claims Unit Leader is responsible to the Finance and Administration Section Officer.

(2)   The Compensation and Claims Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Compensation and Claims Unit Leader position is not manned (or no one has been assigned to the position), the Finance and Administration Section Officer assumes the duties and responsibilities of the Compensation and Claims Unit Leader.

(3)   The basic duties and responsibilities of the Compensation and Claims Unit Leader position are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Manage and direct all administrative matters pertaining to compensation for injury and claims-related activities for an incident.

(c)   Establish contact with the Safety Officer and Liaison Officer.

(d)   Determine the need for compensation for injury and claims specialists and order personnel as needed.

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        (e)   Establish a compensation for injury work area within or close as possible to the medical unit.

        (f)   Review the incident medical plan.

        (g)   Review procedures for handling claims with the Procurement Unit.

        (h)   Periodically review logs and forms produced by Compensation and Claims Specialists to ensure compliance with Navy or agency requirements and policies.

        (i)   Ensure that all compensation for injury and claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

        (4)   Depending on the situation, it may be necessary for the Compensation and Claims Unit Leader to identify and assign one or more Compensation for Injury Specialists and/or Claims Specialists. If these positions are not assigned, the Compensation and Claims Unit Leader assumes those duties and responsibilities.

        (5)   The duties and responsibilities of Compensation for Injury Specialists are:

        (a)   Coordinate with the Medical Unit Leader to administer financial matters resulting from serious injuries and fatalities occurring on an incident.

        (b)   Collocate compensation for injury operations with those of the Medical Unit, or medical Branch Director as appropriate, or Branch when possible.

        (c)   Establish procedures with the Medical Unit Leader, or medical Branch Director as appropriate, on prompt notification of injuries or fatalities.

        (d)   Obtain copy of Incident Medical Plan (NRSW ICS form 206).

        (e)   Provide written authority for persons requiring medical treatment.

        (f)   Ensure that correct Navy or agency forms are being used.

        (g)   Provide correct Navy or agency billing forms for transmittal to doctor and/or hospital.

        (h)   Keep informed and report status to hospitalized personnel.

        (i)   Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.

(j)   Maintain a log of all injuries occurring on incident.

(k)   Coordinate/handle all administrative paper work on serious injuries or fatalities.

(l)   Coordinate with appropriate Navy commands or agencies to assume responsibilities for injured personnel in local hospitals prior to demobilization.

(6)   The duties and responsibilities of Claims Specialists are:

(a)   Manage all claims-related activities (other than injury) for an incident.

(b)   Develop and maintain a log of potential claims.

(c)   Coordinate claims prevention plan with applicable incident functions.

(d)   Initiate investigation on all claims other than personnel injury.

(e)   Ensure that site and property involved in investigation are protected.

(f)   Coordinate with investigation team as necessary.

(g)   Obtain witness statements pertaining to claims other than personnel injury.

(h)   Document any incomplete investigations.

(i)   Document follow-up action needs by local Navy command or Agency.

(j)   Keep the Compensation and Claims Unit Leader advised on nature and status of all existing and potential claims.

(k)   Ensure use of correct Navy or agency forms.

ee.   **Cost Unit Leader**

(1)   The Cost Unit Leader is responsible to the Finance and Administration Section Officer.

(2)   The Cost Unit Leader position is situation dependent and will be manned as necessary when the command center is activated. However, if the Cost Unit Leader position is not manned (or no one has been assigned to the position), the Finance and Administration Section Officer assumes the duties and responsibilities of the Cost Unit Leader.

(3)   The basic duties and responsibilities of the Cost Unit Leader position are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)   Coordinate with Navy command or agency headquarters on cost reporting procedures.

(c)   Collect and record all cost data.

(d)   Develop incident cost summaries.

(e)   Prepare resources-use cost estimates for the Planning Section Officer.

(f)   Make cost-saving recommendations to the Finance and Administration Section Officer.

(g)   Complete all records prior to demobilization.

ff.   **Civilian Agency or Military Command Representative**

(1)   The Civilian Agency or Military Command Representative position is situation dependent, but reports to the Liaison Officer in the command center if activated.

(2)   A Civilian Agency or Military Command Representative is an individual assigned to an incident from an assisting or cooperating agency or military command who has been delegated authority to make decisions on matters effecting that agency's or military command's participation at the incident.

(3)   In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in the coordination efforts.

(4)   The basic duties and responsibilities of the Civilian Agency or Military Command Representative position are:

(a)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

(b)　　Obtain a situation briefing from the Liaison Officer or the command center Director.

(c)　　Inform assisting or cooperating agency or military command personnel on the incident that agency or military command representative position for that agency or military command has been filled.

(d)　　Attend briefings and planning meetings as required.

(e)　　Provide input on the use of agency or military command's resources unless resource technical specialists were assigned from the agency or military command.

(f)　　Cooperate fully with the command center Director and the general staff on agency or military command's involvement at the incident.

(g)　　Advise the Liaison Officer of any special military or agency needs or requirements.

(h)　　Report to home agency or military command dispatch or headquarters on a prearranged schedule.

(i)　　Ensure that all agency or military personnel and equipment are properly accounted for and released prior to departure.

(j)　　Ensure that all required agency forms, reports and documents are completed prior to departure.

(k)　　Have a debriefing session with the Liaison Officer or the Incident Commander at the field level or the command center Director if command center has been activated.

(l)　　Ensure that all Agency or Navy resources are properly checked in at the command center.

gg.　**Technical Specialist(s)**

(1)　　Technical Specialists report to the Planning and Intelligence Section Officer in the command center for assignment if activated.

(2)　　Technical Specialists are assigned to this position as needed from Navy commands or civilian agencies based on the situation.

(3)　　Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise (EOD, environmental, etc).

        (4)   Technical Specialists may function within the Planning and Intelligence Section, or be assigned wherever their services are required.

        (5)   The type of technical specialists associated with an incident is based on the needs of the incident.

        (4)   The basic duties and responsibilities of the Technical Specialist position(s) are:

        (a)   Activate and supervise assistant command center positions as necessary for the situation.

        (b)   Review and become thoroughly familiar with the command center general information sheet and organization chart.

        (c)   Perform technical specialist duties as necessary for the situation.

9.   **Assumption of Command**

    a.   With the exception of the command center Director, positions in a command center are established based on subject matter expertise rather than rank, grade or status. Therefore, some command center staff members may be responsible to someone who is technically junior to them. Nevertheless, all command center personnel are expected to understand and accept that a command center is a unique environment where subject matter expertise is more important than rank, grade or status and perform accordingly.

    b.   If a member of the command center is outside the command center for any reason (break, head call, etc.), the chain of command indicated in Figures A-1 and A-2 will apply. However, if the Director is outside the command center for any reason (break, head call, etc.), the Operations Section Officer assumes command of the command center.

    c.   A proper turnover will be accomplished between the person currently in command of a command center and his/her relief prior to the transfer of any command authority. Once turnover is completed command elements must be notified of change. To this end, a proper turnover will include as a minimum:

        (1)   An assessment of the emergency (type, scope and phase or previous Incident Action Plan (IAP)).

        (2)   A tactical and equipment resources assessment available assigned to incident, and out of service.

        (3)   Predicted and/or known pending matters.

(4)   Communications status.

10.   **Planning for Demobilization**

    a.   It is essential at the activation level to include a Demobilization Unit in the Planning/Intelligence Section. Information elements needed for demobilization planning are:

        (1)   The Planning Section has basic information on resources. (The Check-in Lists and the Incident Briefing form are important to this effort).

        (2)   The Liaison Officer knows terms of agreements involving use and release of other command/agency's resources.

        (3)   The Safety Officer considers physical condition of personnel, personnel needs, and adequacy of transportation.

        (4)   The Logistics Section handles transportation availability, communications, maintenance, specialty personnel, and continuing support.

        (5)   The Operations Section knows continuing needs of various kinds of tactical resources.

        (6)   The Finance and Administration Section processes any claims, time records, and cost of individual resources, which are a factor in determining release.

        (7)   The Navy command or civilian agency dispatchers give high priority to timely return of resources.

    b.   Sections in the Demobilization Plan should contain the following sections:

        (1)   General information (discussing of demobilization procedure).

        (2)   Responsibilities.

        (3)   Release priorities.

    c.   Priorities will vary and must be determined at the time. Examples of release priorities related to tactical resources could be:

        (1)   Priority 1: Type 1 Resources.

        (2)   Priority 2: Resources traveling the farthest distance.

11.   **Command Center Equipment and Configuration**

a. Except as modified in paragraph 2.c above, regional and sub-regional command centers shall be a secure space dedicated to command center operations in accordance with OPNAVINST 3440 (Series) and CNIINST 3440 (Series) guidance. General guidance for command center construction and configuration is contained in:

(1) U.S. Navy Planning, Design, and Physical Security Measures for Emergency Command Centers (May 1993 edition).

(2) NAVFAC P-80 titled Facility Planning Criteria for Navy and Marine Corps Shore Installations.

(3) NAVFAC P-355 titled Seismic Design for Buildings.

(4) MIL-HDBK-1002/1 titled Structural Engineering General Requirements.

(4) MIL-HDBK-1002/2 titled Loads.

(6) MIL-HDBK-1013/1 titled Design Guidelines for Physical Security of Fixed Land-Based Facilities.

(7) Federal Emergency Management Agency (FEMA) CPG-1-20 titled Emergency Operating Centers Handbook.

(8) SECNAVINST 5510.36 (Series) titled Department of the Navy Information Security Program Regulation.

b. Except as modified in paragraph 2.c above, regional and sub-regional command centers shall be basically configuration as indicated in Figure A-2.

c. The Emergency Management Officer (EMO) and CBR-D Officer office spaces will be located immediately adjacent to the command center spaces.

d. The Regional and all sub-region command centers shall have the following equipment:

(1) Access control in accordance with SECNAVINST 5510.36 (Series) for a secret level secure space.

(2) Workstations with a desk measuring not less than 24 X 36 inches for each of the core group positions indicated in Figure A-2. Additional workstations should be provided to at least two Civilian Agency or Military Command Representatives and at least three Technical Specialists.

(3)   HF, VHF and UHF radios with appropriate local and regional frequencies, including civil sector mutual aid frequencies. Radios should be located in a room command center main operations area to maintain a measure of quiet in the command center.

(4)   Computers with flat screens at each of the core group positions indicated in Figure A-2. Additional workstations with computers should be provided to at least two Civilian Agency or Military Command Representatives and at least three Technical Specialists.

(5)   Secure phone with voice and data capability up to secret. The secure phone should be in a visually and acoustically secure room immediately adjacent to the command center main operations area. Both STU and STE technology should be available.

(6)   Secure VTC capability up to secret. The secure VTC should be in a visually and acoustically secure room immediately adjacent to the command center main operations area. However, the command center main operations area should have a VTC capability as well.

(7)   At least one secure and one non-secure fax machine. The secure fax machine should be in a visually and acoustically secure room immediately adjacent to the command center main operations area.

(8)   Telephones for each of the core group command center positions, technical specialists and civilian agency or military command representatives that may be assigned to the command center. Each phone should have at least one primary line (CATS) and one commercial back up line. Individually issued cellular phones may be available for backup, but cellular phones **will not** be the primary means of telephone communications in a command center.

(9)   All computers shall be equipped with the following:

(a)   Standard NMCI office, internet and e-mail software.

(b)   MDS software for sending and receiving Navy messages and e-mail for each of the core group command center positions, technical specialists and civilian agency or military command representatives that may be assigned to the command center. A second SIPRNET capable computer should be located in the visually and acoustically secure room immediately adjacent to the command center main operations area.

(c)   Decision support system, i.e., CATS/HPAC, etc., in accordance with OPNAVINST 3440 (Series) and CNIINST 3440 (Series) guidance.

(d)   Electronic maps that are fully GIS capable.

(e)   A computer directory accessible by command center staff personnel only that contains electronic copies of position descriptions, ICS forms, ROC/EOC recall lists, and other appropriate documents.

(10)   Classified and unclassified color and black and white printers.

(11)   A classified capable safe.

(12)   A secret level document shredder.

(13)   At least two large screen TV's attached to a cable system for monitoring local and national news. Satellite TV should be available for backup in the event the cable system is lost.

(14)   An emergency generator capable of powering all electronic devices in the command center.

(15)   Other equipment including work surfaces (tables), chairs, overhead projectors, copier, administrative supplies, dry eraser markers for white boards, VCR's, and large badges with position titles.

(16)   A command briefing room. The command suite should be a visually and acoustically secure room immediately adjacent to the command center main operations area.

(17)   At least one projector and screen for PowerPoint presentations.

(18)   Status boards for:

(a)   Damage assessment board.

(b)   Situation board.

(c)   Medical board.

(d)   Shelters board.

(e)   Weather board.

(f)   Mutual aid, fire, medical, and law enforcement board.

(g)   Critical contact board.

(h)   Events board.

(i)   Other boards as appropriate for the event.

e.   Provisions for storage of safety equipment, CBR-D equipment, admin supplies, etc., must be made in the immediate vicinity of the command center.

12.   **Back-Up Command Center Capability**. In accordance with OPNAVINST 3440 (Series) and CNIINST 3440 (Series) guidance regional and sub-regional primary command centers must have a secondary command center capability.

13.   **Mobile Command Unit Capability**

a.   An Incident Command Post (ICP) is the field level of command and control where emergency personnel and resources carry out tactical missions, activities, and decisions in direct response to a particular incident. Part 2 of this annex addresses command and control at the field level. Depending on the situation, it is possible that there could be a number of ICP's dealing with several different incidents.

b.   Only the Regional OEM will be required to maintain a full Mobile Command Unit capability where an entire command center core group staff can operate in the field. However, each sub-region must have the ability to establish two or more incident command posts in the field depending on the geographical size and mission, tasks and function of the command. Generally an ICP can be established using fire and/or police supervisor vehicles for radio communications and a few cellular phones.

c.   The Incident Commander (IC) is the on-scene person at the field level in overall command of an incident. Generally the IC will be the senior emergency responder on the scene who has primary responsibility for the main event at the incident, i.e., a Regional Fire and Emergency Services supervisor will be the IC of a fire incident, a Regional Security supervisor will be the IC of a law enforcement, security, or force protection incident, etc.

d.   The Navy On-Scene Commander (NOSC) is the Commander/Commanding Officer of the sub-region. The NOSC is responsible for all incidents occurring within the sub-region designated area of responsibility. Generally the NOSC will not assume the duties and responsibilities of the IC on a particular incident. However, sub-regional Commanders/Commanding Officers must have the ability to maintain overall command and control of all incidents within his/her area of responsibility from a mobile position as well as the sub-regional command center.

e.   To accomplish this, sub-regional Emergency Management Officers will be equipped with a command vehicle to be operated only by the command EMO for the Commander/Commanding Officer. The general specifications of the command vehicle are a large capacity (six or more passengers) 4X4 vehicle equipped with:

(1)   Two 136 to 174 MHz VHF radios with all appropriate military and local civil sector frequencies installed.

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(2)   One 380 to 470 MHz UHF radio with all appropriate military frequencies installed.

(3)   One 764 to 870 MHz UHF radio with all appropriate local and state civil sector frequencies installed.

(4)   One HF (27 MHz) citizen band (CB) radio.

(5)   One vehicle powered cellular phone.

(7)   One mobile fax machine.

(8)   A wireless laptop capability.

f.   The sub-regional command vehicle will be marked as specified by the Regional Office of Emergency Management.

14.   **Standard Operating Procedures**. The Regional ROC, all sub-region command center's, and all field level response units are responsible for developing detailed standard operating procedures, checklists, equipment list, etc., and train and equip so that they are always in the highest state of operational readiness. All standard operating procedures and equipment list shall be reviewed and up dated annually or as necessary to carry out the functions they are responsible for.

15.   **Incident Action Plan (IAP)**

a.   It is required that all incidents have some form of an incident action plan. The plan will be developed around some duration of time called an Operational Period and will state the objectives to be achieved and describe the strategy, tactics, resources and support required to achieve the objectives within the time frame. Generally, the length of the operational period is determined by the length of time needed to achieve the objectives.

b.   Incident action planning is an essential element of ICS at all command center levels. Action planning is an important management tool that involves:

(1)   A process for identifying priorities and objectives for emergency response or recovery efforts.

(2)   Plans which document the priorities and objectives, and the tasks and personnel assignments associated with meeting the objectives.

c.   The incident action planning process will involve the command center Director, the command and general staff, along with other command center elements, and other command, agencies, special district representatives as needed. The Planning and

Intelligence Section is responsible for development of the action plan and for facilitation of action planning meetings.

  d. Incident action plans are developed for a specified operational period that may range from a few hours to 24 hours. The operational period is determine by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex, but should be sufficiently detailed to guide command center elements in implementing the priority actions.

  e. The incident action plan developed at the field response level shall contain objectives reflecting the over all incident strategy, and specific tactical actions and supporting information for the next operational period. The plan may be verbal or written.

  f. Small incidents with only a few assigned resources may have a very simple plan, which may not be written. As incidents become larger, or require multi-agency/command involvement, the action plan should be written.

  g. Incident action plans will vary in content and form depending upon kind and size of an incident. ICS provides for the use of a systematic planning process, and provides forms and formats for developing the incident action plan.

  h. Small incidents do not require elaborate incident action plan. Most simple, short-term and single agency/command incidents do not require written incident action plans. The guideline for use of a written vs. a verbal action plan is when:

    (1) Two or more jurisdictions are involved.

    (2) The incident continues into another planning or operational period.

    (3) A number of organizational elements have been activated.

  i. Incident action plans require four main elements. The primary components are:

    (1) <u>Statement of Objectives</u>. A statement of what is expected to be achieved.

    (2) <u>Organization</u>. A description of what elements of the ICS organization will be in place for the next operational period.

    (3) <u>Tactics and Assignments</u>. A description of tactics and control operations, and what resources will be assigned. Division or Group often does resource assignments.

(4)   Supporting Material. Examples could include a map of incident, a Communications Plan, a Medical Plan, a Traffic Plan, weather data, special precautions, a safety message, etc.

j.   Several ICS forms are appropriate to ensure standardization in an incident action plan. The standard forms required for an Incident Action Plan are:

(a)   Incident Briefing (NRSW ICS Forms 201-A, 201-B, 201-C and 201-D).

(b)   Incident Objectives (NRSW ICS Form 202).

(c)   Organization Assignment List (NRSW ICS Form 203). The Organizational Chart (NRSW ICS Form 207) may also be used.

(d)   Division Assignment List (NRSW ICS Form 204).

(e)   Communications Plan (NRSW ICS Form 205).

(g)   Medical Plan (NRSW ICS Form 206).

(h)   Organizational Chart (NRSW ICS Form 207)

(i)   Incident Status Summary (NRSW ICS Form 209)

(j)   Status Change (NRSW ICS Form 210)

(k)   Check-in List (NRSW ICS Forms 211-A and 211-B)

(l)   General Message Form (NRSW ICS Form 213)

(m)   Unit Log (NRSW ICS Forms 214-A and 214-B)

(n)   Operational Planning Worksheet (NRSW ICS Form 215)

(o)   Demobilization Check-Out (NRSW ICS Form 221)

(p)   Logistics Order Form (NRSW ICS Form 222)

(q)   Traffic Plan.

(r)   Maps.

(s)   Safety Plan.

16.   **Reports**

a.   **Situation Reports (SITREPS)**

(1)   Upon activation of a sub-regional or regional emergency operations center (command center), a SITREP shall be drafted and submitted in accordance with the guidance provided in OPNAVINST 3100.6 (series). At a minimum, the initial SITREP will contain the following information:

(a)   The reason for command center activation.

(b)   Actions taken as a result of the reason for command center activation.

(c)   A numeric listing of injuries/deaths, including all tenant commands.

(d)   An assessment of disruption to military mission, including all tenant commands.

(e)   An assessment of property damage, including all tenant commands.

(f)   Any military support to civil authorities provided.

(g)   Any media interest.

(2)   Follow-up SITREP's shall be submitted at the end of each shift while the command center is activated that updates the above information.

(3)   It is the responsibility of the command center Director to ensure timely and complete SITREP's are prepared and forwarded.

b.   **After Action Report**

(1)   An after action report is required after any major incident.

(2)   The after action report will assist emergency planners, legal officers, safety officers, comptrollers, and tenant commands to improve procedures, detect any weakness, and to mitigate other vital concerns that will impact the response and recovery from an emergency or disaster.

(3)   The following information is required in an after action report:

(a)   Synopsis. A one or two paragraph compilation of the incident, the response, major problems encountered, and the resolution.

(b)   Problem. A description of why and how the incident was provoked.

(c)   Planning. A description of development, and the goal that was identified, including the planned involvement of outside resources, other command and or agencies.

(d)   Deployment. A timeline of when and where the components of the plan were deployed.

(f)   Post Action. A description of any follow-up assignments, investigations, and efforts that were necessary.

(g)   Media Coverage. The PIO is required to provide an after-action report detailing coverage by reporters. This report should include videotape recordings of news broadcasts, as well as copies of print news stories.

(h)   Operational Critique. If an organized critique was conducted, a synopsis of its issues and recommendations for changes or improvements shall be included in the report. If a critique was not conducted, this section can list the command center Director's opinions as to the high and low points of the operation, as well as recommendations for departmental improvements.

(i)   Debriefing Information. A list all relevant debriefing information including:

1   Number of persons arrested.

2   Deaths involved.

3   Injures to Navy first responder personnel rather military or civilian workers.

4   Property damage.

5   Any unusual actions taken.

6   Any complaints or claims that may be received.

7   Any expended resources or emergency purchases resulting from the operation.

(j)   Attachments or references. A list of all reports generated by Navy personnel and other civilian agencies, including after action reports submitted by other

units, Navy commands, and/or agencies. Actual copies of these documents shall be attached.

       (5)   It is the responsibility of the command center Operations Section Officer to ensure a timely and complete after-action report is prepared.

       (6)   After action reports will be drafted and submitted in standard Navy SITREP format as outlined in OPNAVINST 3100.6 (series).

17.   **Managing Sustained Operations**

     a.   Accurate information gathered and presented by the Planning and Intelligence Section is crucial in the transition from response functions to sustained operations.

     b.   Sources of information that were reliable in the response phase may become degraded as the event matures; managing information dynamics will become as important a role of the planning and intelligence function as managing the volume of information was in the early stages of an incident.

     c.   Section leadership must prepare for rotation of staff and for augmentation of the resources status and documentation functions, while expanding the scope of the situation analysis and display.

     d.   Logistical requirements for planning and intelligence will also increase both scope and in sophistication during sustained operations.

     e.   These factors suggest that policy and management players, as well as the logistics section officer, be aware of and sensitive to the importance of the planning and intelligence function in the command center and that they become proactive in supporting this essential function.

18.   **Unified Command**

     a.   A unified command is a procedure used at incidents that allows all military commands and civilian agencies with geographical, legal, or functional responsibility to establish a common set of incident objectives and strategies and a single Incident Action Plan.

     b.   A single Operations Chief will have the responsibility for implementing and managing the operations portion of the Incident Action Plan under a unified command. Unified command procedures assure military commands and civilian agencies that they do not lose their individual responsibility, authority, or accountability.

     c.   Unified command is highly flexible. As the incident changes over time with different disciplines moving into primary roles, the unified command structure and personnel

assignments can be change to meet the need. Primary features of a unified command incident organization are:

      (1)   A single integrated incident organization.

      (2)   Collocated (shared) facilities.

      (3)   A single planning process and Incident Action Plan.

      (4)   Shared planning, logistical, finance, and administration operations.

      (5)   A coordinated process for resource ordering.

NAVY REGION SOUTHWEST

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Annex A

Command and Control

Part 2 - Field Level Command and Control

1. **Principles of Operation**

    a.   All emergency response units operating at the field response level of an incident shall utilize the Incident Command System (ICS) incorporating the functions, principles, and components of the ICS.

    b.   The principles of the ICS can be applied to the following types of incidents:

        (1)   Single jurisdictional responsibility with single command involvement.

        (2)   Single jurisdictional responsibility with multiple command involvement.

        (3)   Multiple jurisdictional responsibilities with multiple commands involvement.

    c.   Any person on the scene who has single discipline management responsibility is responsible to follow the basic principles of ICS that include:

        (1)   Awareness of his/her responsibility for the five primary functions.

        (2)   Establishing objectives for the incident.

        (3)   Having a written or verbal Incident Action Plan.

        (4)   Ensuring effective span of control.

        (5)   Using common terminology as appropriate to the situation.

        (6)   Delegating authority and activating organizational elements within the ICS structure only as necessary.

(7)   Providing for personnel accountability and a safe environment.

(8)   Ensuring effective communications.

2.   **Functions of the Field Level Incident Command System**. As indicated in Figure A-3, there are five primary functions within the field ICS management structure. Each of these is important and will have a role in any incident.

    a.   **Command**

(1)   Command is the action taken to direct, order or control resources, delegated authority. The on-scene command of an incident or event is carried out by the Incident Commander (IC).

(2)   The authority of the IC will vary depending upon the size and/or nature of the emergency. For example, in small incidents the IC may be a person with qualifications adequate only to meet the existing situation. If the situation requires, the initial IC will transfer command to a more qualified person as they arrive at the incident scene. Similarly, as incident transition into a reduced level of activity, transfer of command may be made to a less qualified person.

(3)   The IC has the overall responsibility for the effective management of the incident and must ensure that an adequate organization is in place.

(4)   The IC may assign the authority to conduct the primary functions of operations, planning, logistics, and finance and administration to other qualified persons. When these functions are filled, the individuals become members of the incident general staff. Any of these primary functions not assigned to others remain the responsibility of the IC.

(5)   The Incident Command System allows for a wide range of functions to be performed, and provides an organizational structure to accommodate those functions. A basic premise of the ICS is that the next higher level in the organization will perform all lower level functions, which have not been specifically assigned to an individual.

(6)   In addition to the primary functions, the IC has the responsibility for command staff level activities of liaison, public information, and safety (see Figure A-4). The authority for managing and/or conducting these activities may also be delegated to other qualified personnel from host/tenant commands as appropriate.

(7)   Once the IC determines that the situation is too large and the span of control is overwhelming at the ICP level, the IC will request support from the sub-region or Regional ROC as appropriate.

    b.   **Operations**

(1)   The Operations Section Chief is responsible for the coordinated tactical response directly applicable to, or in support of the mission(s) in accordance with the Incident Action Plan. In ICS, operations are a section level function within the organization (see Figure A-5).

(2)   On smaller incidents, the Operations Section Chief function is usually performed by the IC. The Operations Section can develop from either the top down or from the bottom up. In either case, the Operations Section can contain a hierarchy of:

(a)   Branches (functional or geographical)

(b)   Divisions (geographical) or Groups (functional)

(c)   Resources organized as single resources, or resources combinations, e.g., task forces, teams, squads, platoons (see Figure A-6).

(3)   In some specific discipline applications of the ICS, the Operations Section may also employ units. For example, an ICS multi-casualty branch may have a medical group, which contains a triage unit and a treatment unit.

c.   **Planning and Intelligence**

(1)   The Planning and Intelligence Section Chief is responsible for the collection, evaluation, and documentation of information about the development of the incident and the status of resources when activated for an incident or event. Planning and intelligence is always found at the section level (see Figure A-7).

(2)   If the planning function is not activated, all planning functions will be the responsibility of the IC.

(3)   Planning units at the field level are:

(a)   Resources

(b)   Situation

(c)   Demobilization

(d)   Documentation

(4)   Other special purpose units could also be assigned to the Planning Section depending upon the need. For example, on some large and/or long-term incidents, an advance planning unit may be desired. The primary criteria for adding planning section units to an incident are:

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(a)   They are essential to the needs of the incident

(b)   The function cannot be accommodated elsewhere

(c)   Effective span-of-control must be maintained

(5)   Technical Specialists may also be assigned to the Planning and Intelligence Section on an incident. Technical Specialists can represent just about any specialized service or function, which is not normally within the expertise of the assigned incident staff. Technical Specialists may be reassigned as necessary to other parts of the organization.

d.   **Logistics**

(1)   The Logistics Section Chief is responsible to provide facilities, services, personnel, equipment, and materials in support of the incident. The resources may be assigned anywhere within the organization as needed and approved by the Incident Commander (see Figure A-8)

(2)   The requirement to provide on-site logistical support will vary based on the size and scope of the incident, the functions involved, and the discipline that has incident jurisdiction. The commonly used logistics units which may be activated and other units based on situation that may come from other tenant commands or by logistics support request are:

(a)   Communications (voice/data/image/messenger)

(b)   Medical

(c)   Food (galley)

(d)   Supply

(e)   Facilities

(f)   Ground support

(g)   Chaplain

(h)   Critical incident stress counselors

(i)   Social services

(j)   Red Cross

(k)   Transient Personnel Unit (TPU)

(l)   Personnel with functional skills

(m)   Transportation

(n)   Navy Legal Service Office

(o)   Personnel Support Detachment (PSD)

(p)   Other specialty resources

(3)   Specific applications of ICS may modify the unit structure of the Logistics Section to meet functional needs. For example, large-scale law enforcement ICS applications may require a personnel unit, while a natural disaster related incident may require counselors, Red Cross, Ombudsmen, Navy Relief Society, and Navy legal service office units. Also, the Humanitarian Branch may be activated. Keep in mind that the form or structure of the Logistics Section should meet the functional needs of the incident.

(4)   The Logistics Section provides services and support to the incident organization, and also meets the immediate on-scene needs of persons that may be directly affected by the incident. By having a listing of resources which includes a primary and alternate point of contact, telephone number, and fax number, quantity of named resources and location of said resource will assist the Logistics Section in getting resources as quickly as possible.

(5)   The Logistics Section provides service, support and humanitarian functions to incident responders or victims. For example, service to the responder, the Medical Unit in the Logistics Section provides medical services to personnel assigned to the incident organization, but not to the victims of the emergency or disaster. Meeting the direct medical needs of victims within an incident is the responsibility of the Operations Section through a Medical Branch or a Medical Group. Ordering needed support through the Logistics Section would provide logistics support needs of the medical element in the Operations section.

(6)   The Logistics Section Chief has the responsibility for processing all of the resource orders used in support of the incident. This can also include resources needed to provide victim relief, e.g. food, water, shelters, and medical aid for victims. On larger incidents these functions are provided through the Supply Unit in the Logistics Section.

(7)   When the span of control in very large incidents becomes difficult due to duties and interactions involved, the Logistics Section can be divided into a Service Branch, a Support Branch, and a Humanitarian Branch (see Figure A-9). This is normally done to ease span-of-control considerations.

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(8)   If the Logistics Section is not activated, all logistics functions are the responsibility of the Incident Commander.

e.   **Finance and Administration**

(1)   The Finance and Administration Section Chief is responsible for all financial and cost analysis aspects of the incident, and for any administrative aspects not handled by the other functions.

(2)   As indicated in Figure A-10, a Time Unit, a Procurement Unit, a Compensation & Claims Unit, and a Cost Unit are the four most commonly used units within the Finance and Administration Section.

(3)   The activation and use of the Finance and Administration Section will depend on the size of the incident. On small incidents, the Incident Commander may handle the functions. In some cases, where it is important to have a closely monitored assessment of the cost, the IC may only activate the Cost Unit. In general, when there is a need it is a need it is best to activate an appropriate unit within the organization. For example, providing a cost analyst to each incident over a certain size. The cost analyst could function as a unit in the Finance and Administration Section (if activated), or as a Technical Specialist in the Planning and Intelligence Section.

3.   **Expansion of the ICS Management Structure - Modularity**

a.   It is not necessary or desired to implement levels of the ICS organization unless they are required. The Incident Commander may be directly in charge of tactical personnel and equipment resources without prior activation of an operations section, branches, divisions, etc. The IC remains responsible for all functions that have not been formally activated. In small incidents, only organizational levels that might be activated could be command and resources (see Figure A-11).

b.   As incidents increase in size and/or complexity, the Operations Section builds from the bottom up primary based on span and-of-control considerations. Therefore, on somewhat larger incidents, the organization could be as indicated in Figure A-12.

c.   In other sections at the field response level, i.e., Planning and Intelligence, Logistics, and Finance and Administration, the normal organizational structure will be as indicated in Figure A-13.

d.   On large incidents branches may be introduced below the section level in the Operations Section and Logistics Section to provide a span-of-control (1 to 5 with 5 being optimum) for a larger organization.

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e.   An important aspect of the modularity in the ICS field response level is that there is nothing to prohibit an Incident Commander from activating one or more units in various sections without first activating the section organizational element.

f.   The span of control for the Incident Commander in the Figure A-14 example is still one to five ratio, which is the recommended optimum.

4.   **Resources and Staging Areas**

   a.   **Resources**

      (1)   A resource is defined in the ICS as the personnel and equipment available or potentially available for assignments to incidents. The primary method that will be used in most incidents is as single resources. When all single resources retain the same capabilities they are commonly called teams, squads, platoons, etc.

      (2)   Another combination of single resources commonly used in the ICS is a task force that is assembled for a particular tactical need. Thus a task force could contain a mixture of different kinds of resources. Task forces are defined according to the operational need. For example, in a civil disorder a task force might include one police unit, three fire engines, and one basic life support unit. Another example task force might be one bulldozer and three dump trucks.

      (3)   The primary criteria for the use of resource combinations in the ICS is that they fall within appropriate span-of-control guidelines and they are required to have a leader and common communications.

      (4)   Aircraft assigned to an incident are used as single resources. For example, a helicopter would be used as a single resource and would report to the Operations Section Chief if that position were activated, or to the Incident Commander. As the use of aircraft increases, a separate air operations organization may be established at the branch level.

   b.   **Staging areas**

      (1)   A staging area is a function within the ICS and belongs to the incident. All staging areas are under the control of the Incident Commander or the Operations Section, if activated. Staging areas are used to temporarily locate resources that are available for assignment with in three to five minutes if possible.

      (2)   Staging areas may be established for certain types of resources, e.g., an ambulance staging area, bus staging area, etc., or they may contain a mix of resources.

      (3)   Staging areas can also be established to serve a functional branch at an incident.

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(4)   The Staging Area Manager checks in resource and advises the Operations Section Chief if activated, or the Incident Commander.

(5)   Staging areas are different from mobilization centers, which are off incident locations.

(6)   Emergency services personnel and equipment may be temporarily located at mobilization centers pending assignments to incidents or reassignment.

c.   **Incident Facilities**

(1)   Several primary facilities have been designated and described for widespread use in the ICS. At the field response level there are four types of facilities.

(a)   <u>Incident Command Post (ICP)</u>. The location where the primary command activities are conducted.

(b)   <u>Staging Areas</u>. Locations attached to the incident where resources may be temporarily located while awaiting assignments.

(c)   <u>Base</u>. The location where primary logistics functions for an incident are coordinated and administered.

(d)   <u>Camp</u>. A location within the general incident area that is equipped and staffed to provide sleeping, food, water and sanitary services to incident personnel.

(2)   Mutual aid resources may be received and processed at several types of facilities including marshalling areas, mobilization centers, and incident facilities.

(a)   A marshalling area is defined in the Federal Response Plan is an area used for the complete assemblage of personnel and other resources prior to their being sent directly to the disaster area.

(b)   A mobilization center is defined as an off incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

(c)   For major area-wide disasters, mobilization centers may be located, or on the periphery of, the disaster area.

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NAVY REGION SOUTHWEST

REGIONAL EMERGENCY MANAGEMENT PROGRAM

Annex A

Command and Control

Part 3 - Command and Control Forms

1. **Discussion**

    a. The use of standard Navy Region Southwest (NRSW) Incident Command System (ICS) forms is essential when an command center is activated and assumes command and control of an incident.

    b. The purpose of these forms is to support operations at the field and command center level. These documents maintain the same form number and basic design as standard ICS forms used by the civilian community, but have been slightly modified to meet certain Navy requirements.

    c. After action reports may be required. Therefore, all forms and other records completed by ICS personnel during the incident should be available for reference after the incident is demobilized.

    d. The Documentation Unit has the primary responsibility for collecting and filing information about the incident. For this reason it is necessary that copies of many of the forms be filed with the Documentation Unit.

    e. It is the responsibility of the person preparing reports or records to ensure that a copy is provided to the Documentation Unit. The Documentation Unit Leader may also request copies of any records or reports needed to maintain a complete file.

    f. For an incident involving only a single jurisdiction, the responsible Navy command will complete, maintain, and store all documents and files pertaining to the incident for a period of at least seven years, or as required by civil liability issues.

    g. For an incident involving more than one jurisdiction (multi-jurisdiction incidents), the Navy command with the greatest commitment of resources will complete, maintain, and store all incident documents and files according to Navy policies and procedures.
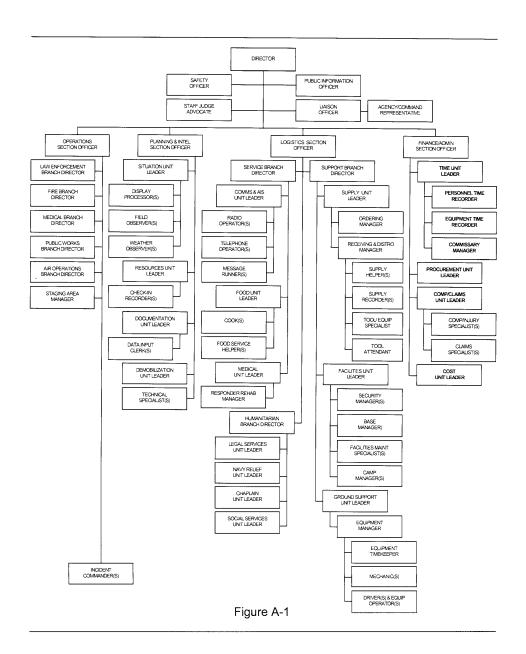
COMNAVREGSWINST 3440.1A
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h.   The Incident files will not be destroyed with out concurrence of participating Navy commands and civilian agencies. Other jurisdictions providing direct support to the incident may also request documents from the Navy command or civilian agency that is maintains the incident file.

i.   Certain documentation and action forms unique to participating Navy commands and civilian agencies will continue to be used. Examples of these are resources and supply order forms, requisitions/purchases orders and other financial records, accident and injury reports and records, aircraft reports and records, press release forms, and NOAA weather report and forecast forms.

j.   Based upon each Navy command or agency's requirements, these forms shall be included in the incident file maintained by the documentation unit.

k.   Supplies of forms for use at incidents is the responsibility of Navy commands required to use the principles of the Incident Command System by preparing kits with forms for the Operations Section, Planning/Intelligence Section, Logistics Section, and Finance/Admin Section.

l.   Division/Group supervisors shall distribute unit logs to operations section units. The supply unit in the logistics section shall maintain an inventory of all ICS forms.

m.   Copies of all Navy Region Southwest ICS forms and directions for preparation are also available through the Regional OEM.

2.   **Standard Forms**. Standard ICS forms to be used throughout the Navy Region Southwest area of responsibility are:

a.   **Incident Briefing (NRSW ICS Forms 201-A, 201-B, 201-C and 201-D)**. The originator of this four-part form is generally the incident commander or command center director. The document is distributed to the situation and resources unit when required to make a presentation to the command and general staff. The form requires no specific approval, but must be forward to the document unit at end of each operational period. An example of this four-part form is indicated in Figures I-16A, I-16B, I-16C, and I-16D.

b.   **Incident Objectives (NRSW ICS Form 202)**. The originator of this form is generally the planning and intelligence section and operations section. The document is distributed to all sections, branches, division supervisors, unit leaders, and command staff personnel, and posted in the command center for display. The form requires command center director approval prior to posting, and must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-16.

c.   **Organization Assignment List (NRSW ICS Form 203)**. The originator of this form is generally the resource unit. The document is distributed to all sections, branches,

division supervisors, unit leaders, and command staff personnel, and posted in the command center for display. The form requires operations section officer (for tactical resources) and command center director approval prior to posting, and must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-17.

d. **Division Assignment List (NRSW ICS Form 204)**. The originator of this form is generally the operations section officer and resource unit. The document is distributed to all sections, branches, division supervisors, unit leaders, and command staff personnel. The form requires planning section officer approval, and must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-18.

e. **Communications Plan (NRSW ICS Form 205)**. The originator of this form is generally the communications unit leader. The document is distributed to all sections, branches, division supervisors, unit leaders, and command staff personnel. The form requires no specific approval, but must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-19.

f. **Medical Plan (NRSW ICS Form 206)**. The originator of this form is generally the medical unit leader. The document is distributed to all sections, branches, divisions, and groups/units under the operations section. The form requires no specific approval, but is reviewed by the safety officer. The document must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-20.

g. **Organizational Chart (NRSW ICS Form 207)**. The originator of this form is generally the resource unit. The document is distributed throughout the ICP and posted in the command center. The form requires no specific approval, but must bc forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-21.

h. **Incident Status Summary (NRSW ICS Form 209)**. The originator of this form is generally the situation unit. The document is distributed to all sections, branches, division supervisors, unit leaders, and command staff personnel, and posted in the command center for display. The form requires planning and intelligence section officer approval prior to posting, and must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-22.

i. **Status Change Form (NRSW ICS Form 210)**. The originator of this form is generally the communications/message center. The document is distributed to the resources and situation units at the field and command center level. The form requires no specific approval, but must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-23.

j. **Check In List (NRSW ICS Form 211-A and 211-B)**. The originator of this two-part form is generally the communications/message center, resource unit, staging manager, area base camp, helicopter base, or the resource unit at the field or command center level.

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The document is distributed to the resources unit and finance section. The form requires no specific approval, but must be forward to the document unit at end of each operational period. An example of this two-part form is indicated in Figures I-25A and I-25B.

k. **General Message Form (NRSW ICS Form 213)**. This form may be originated any member of the ICS organization. The form must be submitted to the immediate supervisor for review and approval, and forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-25.

l. **Unit Log (NRSW ICS Form 214-A and 214-B)**. This two-part document is maintained by the command center command staff, all section, branch, division, and group supervisors, unit leaders, and the field level incident commander and all appropriate ICP personnel. The form must be submitted to the immediate supervisor for review and approval, and forward to the document unit at end of each operational period. An example of this two-part form is indicated in Figure A-26A and I-27B.

m. **Operational Planning Worksheet (NRSW ICS Form 215)**. The originator of this form is generally the operations section officer and the planning and intelligence section officer. The document is distributed to the resources unit. The form requires command center director approval and must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-27.

n. **Demobilization Checkout Sheet (NRSW ICS Form 221)**. The originator of this form is generally the supervisor of personnel and resources checking out and submitted to the demobilization unit for approval. The document must be forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-28.

o. **Logistics Order Form (NRSW ICS Form 222)**. This form may be originated any member of the ICS organization. The form must be submitted to the immediate supervisor for review and approval, and forward to the document unit at end of each operational period. An example of this form is indicated in Figure A-29.

p.   There are no NRSW ICS Forms 208, 212, 216, 217, 218, 219, and 220.

3.   **U.S. Coast Guard Forms (USCG) Forms**. In the event of a major hazardous material spill under the jurisdiction of the Coast Guard, the USCG shall provide specialized ICS forms when a unified command is established.
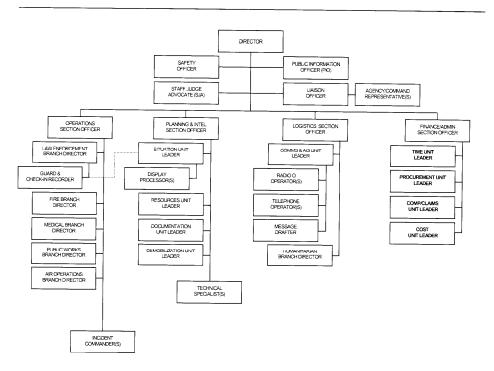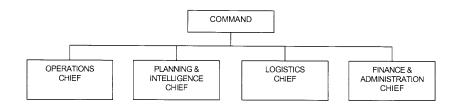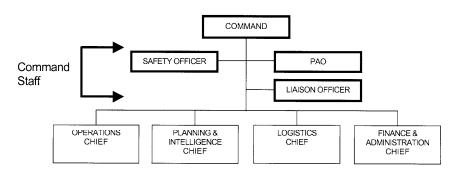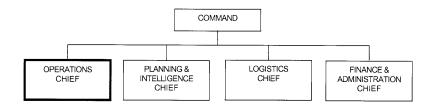
Figure A-1

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Figure A-2

Figure A-3

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                        ┌─────────────────┐
                        │     COMMAND     │
                        └────────┬────────┘
Command          ┌──────────────────┐        ┌─────────────────┐
Staff            │  SAFETY OFFICER  │        │       PAO       │
                 └──────────────────┘        └─────────────────┘
                                             ┌─────────────────┐
                                             │ LIAISON OFFICER │
                                             └─────────────────┘
   ┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
   │  OPERATIONS  │  │  PLANNING &  │  │  LOGISTICS   │  │  FINANCE &   │
   │    CHIEF     │  │ INTELLIGENCE │  │    CHIEF     │  │ADMINISTRATION│
   │              │  │    CHIEF     │  │              │  │    CHIEF     │
   └──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘
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Figure A-4

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                        ┌─────────────────┐
                        │     COMMAND     │
                        └────────┬────────┘
   ┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────┐
   │  OPERATIONS  │  │  PLANNING &  │  │  LOGISTICS   │  │  FINANCE &   │
   │    CHIEF     │  │ INTELLIGENCE │  │    CHIEF     │  │ADMINISTRATION│
   │              │  │    CHIEF     │  │              │  │    CHIEF     │
   └──────────────┘  └──────────────┘  └──────────────┘  └──────────────┘
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Figure A-5

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                    ┌─────────────────┐
                    │   OPERATIONS    │
                    │     CHIEF       │
                    └────────┬────────┘
              ┌──────────────┐  ┌──────────────┐
              │    BRANCH    │  │    BRANCH    │
              └──────────────┘  └──────────────┘
     ┌──────────┐  ┌──────────┐  ┌──────────┐
     │ DIVISION │  │ DIVISION │  │  GROUP   │
     └──────────┘  └──────────┘  └──────────┘
        ┌──────────┐  ┌──────────┐
        │ RESOURCE │  │ RESOURCE │
        └──────────┘  └──────────┘
```

Figure A-6

A-79

```
                        ┌──────────────┐
                        │   COMMAND    │
                        └──────┬───────┘
        ┌──────────────┬───────┴──────┬──────────────┐
┌───────┴──────┐┌──────┴───────┐┌─────┴────────┐┌─────┴─────────┐
│  OPERATIONS  ││  PLANNING &  ││  LOGISTICS   ││  FINANCE &    │
│    CHIEF     ││ INTELLIGENCE ││    CHIEF     ││ADMINISTRATION │
│              ││    CHIEF     ││              ││    CHIEF      │
└──────────────┘└──────────────┘└──────────────┘└───────────────┘
```

Figure A-7

```
                        ┌──────────────┐
                        │   COMMAND    │
                        └──────┬───────┘
        ┌──────────────┬───────┴──────┬──────────────┐
┌───────┴──────┐┌──────┴───────┐┌─────┴────────┐┌─────┴─────────┐
│  OPERATIONS  ││  PLANNING &  ││  LOGISTICS   ││  FINANCE &    │
│    CHIEF     ││ INTELLIGENCE ││    CHIEF     ││ADMINISTRATION │
│              ││    CHIEF     ││              ││    CHIEF      │
└──────────────┘└──────────────┘└──────────────┘└───────────────┘
```

Figure A-8

```
                        ┌──────────────┐
                        │   COMMAND    │
                        └──────┬───────┘
        ┌──────────────┬───────┴──────┬──────────────┐
┌───────┴──────┐┌──────┴───────┐┌─────┴────────┐┌─────┴─────────┐
│  OPERATIONS  ││  PLANNING &  ││  LOGISTICS   ││  FINANCE &    │
│    CHIEF     ││ INTELLIGENCE ││    CHIEF     ││ADMINISTRATION │
│              ││    CHIEF     ││              ││    CHIEF      │
└──────────────┘└──────────────┘└──────┬───────┘└───────────────┘
        ┌──────────────┬───────────────┴──────────┐
┌───────┴──────┐┌──────┴───────┐┌─────────────────┴─┐
│   SERVICE    ││   SUPPORT    ││   HUMANITARIAN     │
│   BRANCH     ││   BRANCH     ││     BRANCH         │
└──────────────┘└──────────────┘└────────────────────┘
```

SERVICE BRANCH	SUPPORT BRANCH	HUMANITARIAN BRANCH
COMMS/IR	SUPPLY	CHAPLAIN
FOOD/GALLEY	FACILITIES	SOCIAL SERVICES
MEDICAL	GROUND SUP.	RED CROSS
		PSD
		OTHER

Figure A-9

A-80

```
                          ┌─────────────┐
                          │   COMMAND   │
                          └──────┬──────┘
        ┌──────────────┬─────────┼─────────────┬──────────────────┐
  ┌───────────┐  ┌────────────┐  ┌───────────┐  ┌──────────────────┐
  │ OPERATIONS│  │ PLANNING & │  │ LOGISTICS │  │    FINANCE &     │
  │   CHIEF   │  │INTELLIGENCE│  │   CHIEF   │  │  ADMINISTRATION  │
  │           │  │   CHIEF    │  │           │  │      CHIEF       │
  └───────────┘  └────────────┘  └───────────┘  └────────┬─────────┘
                                                ├──┌──────────────┐
                                                │  │     TIME     │
                                                │  │     UNIT     │
                                                │  └──────────────┘
                                                ├──┌──────────────┐
                                                │  │  PROCUREMEN   │
                                                │  │    T UNIT     │
                                                │  └──────────────┘
                                                ├──┌──────────────┐
                                                │  │    COMP &     │
                                                │  │  CLAIMS UNIT  │
                                                │  └──────────────┘
                                                └──┌──────────────┐
                                                   │    COSTS      │
                                                   │     UNIT      │
                                                   └──────────────┘
```

Figure A-10

```
              ┌─────────────┐
              │   COMMAND   │
              └──────┬──────┘
        ┌────────────┴────────────┐
  ┌────────────┐           ┌────────────┐
  │ RESOURCE 1 │           │ RESOURCE 2 │
  └────────────┘           └────────────┘
```

Figure A-11

```
              ┌─────────────┐
              │   COMMAND   │
              └──────┬──────┘
                     ├─────────────┌──────────┐
                     │             │   PAO    │
                     │             └──────────┘
        ┌────────────┼────────────┐
  ┌──────────┐ ┌──────────┐ ┌──────────┐
  │ DIVISION │ │ DIVISION │ │ DIVISION │
  └──────────┘ └──────────┘ └──────────┘
```

Figure A-12

A-81

2 4 OCT

```
        ┌─────────────┐
        │   COMMAND   │
        └──────┬──────┘
        ┌──────┴──────┐
        │   SECTION   │
        └──────┬──────┘
        ┌──────┴──────┐
        │    UNIT     │
        └─────────────┘
```

Figure A-13

```
              ┌─────────────┐
              │   COMMAND   │
              └──────┬──────┘
                     │      ┌─────────────┐
                     ├──────│     PAO     │
                     │      └─────────────┘
     ┌─────────┬─────┴─────┬─────────────┐
┌─────────┐┌──────────┐┌──────────────┐┌─────────┐
│TASK FORCE││HELICOPTER││RESOURCES UNIT││  COMMS  │
└─────────┘└──────────┘└──────────────┘└─────────┘
```

Figure A-14

INCIDENT BRIEFING			Page 1 of
INCIDENT NAME:		TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):		DATE PREPARED:	APPROVED BY (Name & position):

MAP SKETCH

NRSW ICS Form 201-A (07/01)

Figure A-15A

INCIDENT BRIEFING	Page 2 of
SUMMARY OF CURRENT ACTIONS	

NRSW ICS Form 201-B (07/01)

Figure A-15B

INCIDENT BRIEFING	Page 3 of

CURRENT ORGANIZATION

```
                        ┌──────────────────────┐
                        │  INCIDENT COMMANDER  │
                        │ ──────────────────── │
                        └──────────┬───────────┘
                        ┌──────────┴───────────┐
                        │      DEPUTY IC       │
                        │ ──────────────────── │
                        └──────────┬───────────┘
        ┌──────────────────────┐   │   ┌──────────────────────┐
        │   LIAISON OFFICER    │   │   │         PIO          │
        │ ──────────────────── │   │   │ ──────────────────── │
        └──────────────────────┘   │   └──────────────────────┘
                                    │   ┌──────────────────────┐
                                    │   │    SAFETY OFFICER    │
                                    │   │ ──────────────────── │
                                    │   └──────────────────────┘
   ┌────────────────┬──────────────┴─────┬─────────────────┐
┌──────────┐  ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│OPERATIONS│  │PLANNING/INTEL│   │  LOGISTICS   │   │ FINANCE/ADMIN│
│ SECTION  │  │   SECTION    │   │   SECTION    │   │   SECTION    │
│  CHIEF   │  │    CHIEF     │   │    CHIEF     │   │    CHIEF     │
└────┬─────┘  └──────────────┘   └──────────────┘   └──────────────┘
 ┌───┴────────────┬─────────────────┬─────────────────┐
┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│DIVISION/GROUP│ │DIVISION/GROUP│ │DIVISION/GROUP│ │     AIR      │
│              │ │              │ │              │ │              │
└──────────────┘ └──────────────┘ └──────────────┘ └──────┬───────┘
                                                           │
                              ┌────────────────────────────┴─┐
                              │                              │
                              │  ──────────────────────────  │
                              │  ──────────────────────────  │
                              │  ──────────────────────────  │
                              │  ──────────────────────────  │
                              │  ──────────────────────────  │
                              │  ──────────────────────────  │
                              │  ──────────────────────────  │
                              └──────────────────────────────┘
```

(LIST ADDITIONAL DIVISIONS, GROUPS, UNITS, ETC., AS APPROPRIATE)

NRSW ICS Form 201-C (07/01)

Figure A-15C

INCIDENT BRIEFING				Page 4 of
RESOURCE SUMMARY				
RESOURCES ORDERED	RESOURCE IDENTIFICATION	ETA	ON SCENE	LOCATION / ASSIGNMENT

NRSW ICS Form 201-D (07/01)

Figure A-15D

INCIDENT OBJECTIVES		Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (command center Director):

GENERAL CONTROL OBJECTIVES FOR THE INCIDENT INCLUDING ALTERNATIVES

WEATHER FORECAST FOR THE OPERATIONAL PERIOD

GENERAL/SAFETY MESSAGE

ATTACHMENTS
(Check if attached)

☐ Organization Assignment List (NRSW ICS Form 203)   ☐ Medical Plan (NRSW ICS Form 206)

☐ Division Assignment List (NRSW ICS Form 204)   ☐ Incident Map

☐ Communications Plan (NRSW ICS Form 205)   ☐ Traffic Plan   ☐ Directory

NRSW ICS Form 202 (07/01)

Figure A-16

ORGANIZATION ASSIGNMENT LIST		Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):

ASSIGNMENTS

COMMAND STAFF
NOSC: _____   command center DIRECTOR:

LIAISON OFFICER: _____   PAO: _____
SAFETY OFFICER: _____   SJA: _____
AGENCY/MILITARY COMMAND REPRESENTATIVES

AGENCY: _____   NAME: _____
AGENCY: _____   NAME: _____
OPERATIONS SECTION

SECTION OFFICER: _____   DEPUTY: _____

BRANCH I DIVISIONS/GROUPS

DIRECTOR: _____   DEPUTY: _____
DIVISION/GROUP: _____   DIVISION/GROUP: _____

BRANCH II DIVISIONS/GROUPS

DIRECTOR: _____   DEPUTY: _____
DIVISION/GROUP: _____   DIVISION/GROUP: _____

BRANCH III DIVISIONS/GROUPS
DIRECTOR: _____   DEPUTY: _____
DIVISION/GROUP: _____   DIVISION/GROUP: _____
PLANNING/INTELLIGENCE SECTION

SECTION OFFICER: _____   DEPUTY: _____
RESOURCES UNIT: _____   SITUATION UNIT: _____
DOCUMENTATION UNIT: _____   DEMOBILIZATION UNIT: _____
TECHNICAL SPECIALISTS: _____   TECHNICAL SPECIALISTS: _____
LOGISTICS SECTION

SECTION OFFICER: _____   DEPUTY: _____

SUPPORT BRANCH DIR: _____   DEPUTY: _____
SUPPLY UNIT: _____   FACILITIES UNIT: _____
TRANSPORTATION UNIT: _____   OTHER (SPECIFY): _____

SERVICE BRANCH DIR: _____   DEPUTY: _____
COMS/IR UNIT: _____   MEDICAL UNIT: _____
FOOD UNIT: _____   OTHER (SPECIFY): _____

HUMANITARIAN BRANCH DIR: _____   DEPUTY: _____
CHAPLAIN UNIT: _____   SOCIAL SERVICES UNIT: _____
NAVY LEGAL SERVICE UNIT: _____   PSD UNIT: _____
FINANCE/ADMINISTRATION SECTION

SECTION OFFICER: _____   DEPUTY: _____
TIME UNIT: _____   PROCUREMENT UNIT: _____
COMP/CLAIMS UNIT: _____   COST UNIT: _____

NRSW ICS Form 203 (07/01)

Figure A-17

DIVISION ASSIGNMENT LIST				Page of	
INCIDENT NAME:			TIME PREPARED:	PREPARED BY (Name & position):	
OPERATIONAL PERIOD (Time & date):			DATE PREPARED:	APPROVED BY (Name & position):	
BRANCH:		DIVISION:		GROUP:	

OPERATIONAL PERSONNEL

SECTION OFFICER: _____   DIVISION/GROUP SUPERVISOR: _____

BRANCH DIRECTOR: _____   AIR ATTACK SUPERVISOR NO: _____

RESOURCES ASSIGNED THIS PERIOD

STRIKE TEAM/TASK FORCE RESOURCE DESIGNATOR	LEADER	NUMBER OF PERSONS	TRANSPORTATION NEEDED	DROP OFF BY TIME	PICK UP BY TIME

CONTROL OPERATIONS:

SPECIAL INSTRUCTIONS:

DIVISION/GROUP COMMUNICATIONS SUMMARY				
CHANNEL:	FREQUENCY: TX: RX:	CTCSS/PL	USER:	
CHANNEL:	FREQUENCY: TX: RX:	CTCSS/PL	USER:	
CHANNEL:	FREQUENCY: TX: RX:	CTCSS/PL	USER:	

NRSW ICS Form 204 (07/01)

Figure A-18

COMMUNICATIONS PLAN				Page of		
INCIDENT NAME:				TIME PREPARED:	PREPARED BY (Name & position):	
OPERATIONAL PERIOD (Time & date):				DATE PREPARED:	APPROVED BY (Name & position):	

BASIC RADIO CHANNEL UTILIZATION

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	CTCSS/PL	ASSIGNMENT
			TX: RX:		
			TX: RX:		
			TX: RX:		
			TX: RX:		
			TX: RX:		
			TX: RX:		
			TX: RX:		
			TX: RX:		
			TX: RX:		

COMMENTS/NOTES

NRSW ICS Form 205 (07/01)

Figure A-19

MEDICAL PLAN

		Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	REVIEWED BY (Safety Officer):

MEDICAL AID STATIONS

STATION	LOCATION	PARAMEDICS
		YES / NO
		YES / NO
		YES / NO
		YES / NO

AMBULANCE SERVICES

NAME	ADDRESS	PHONE NO.	PARAMEDICS
			YES / NO
			YES / NO
			YES / NO
			YES / NO

INCIDENT AMBULANCES

NAME	LOCATION	PARAMEDICS
		YES / NO
		YES / NO
		YES / NO
		YES / NO

HOSPITALS

NAME	ADDRESS	PHONE NO.	TRAVEL TIME	HELIPAD	BURN CENTER
			AIR: / GRND:	YES / NO	YES / NO
			AIR: / GRND:	YES / NO	YES / NO
			AIR: / GRND:	YES / NO	YES / NO
			AIR: / GRND:	YES / NO	YES / NO

MEDICAL EMERGENCY PROCEDURES

NRSW ICS Form 206 (07/01)

Figure A-20

ORGANIZATION CHART

	Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):

```
                    NAVY ON-SCENE COMMANDER

                    command center DIRECTOR

   LIAISON OFFICER                    PUBLIC AFFAIRS OFFICER

   STAFF JUDGE ADVOCATE               SAFETY OFFICER


 PLANNING/INTEL    OPERATIONS      LOGISTICS       FINANCE/ADMIN
SECTION OFFICER  SECTION OFFICER  SECTION OFFICER  SECTION OFFICER


            BRANCH          BRANCH


      DIV A     DIV B    DIV C    DIV D
```

(ADD POSITION TITLES AND DRAW LINES OF COMMAND AS APPROPRIATE)

NRSW ICS Form 207 (07/01)

Figure A-21

INCIDENT STATUS SUMMARY	Page of

INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):

LOCATION/JURISDICTION:	TYPE:	CAUSE:	START TIME:	FINISH TIME:

AREAS INVOLVED:	AREAS EVACUATED:
CIVIL AGENCY/MILITARY RESOURCES:	SHELTER AREAS:

A – MILITARY CASUALTIES:

INJURIES:_____

DEATH:_____

B – FEDERAL EMPLOYEE CASUALTIES:

INJURIES:_____

DEATH: _____

C – CIVILIAN CASUALTIES:

INJURIES:_____

DEATH:_____

D – DAMAGE ESTIMATES:

MILITARY:_____

CIVILIAN: _____

CURRENT WEATHER:	WEATHER FORECAST:
HOSPITAL/CONTACT PERSONS.	ROAD STATUS:
EXPECTED HAZARDS (TYPE AND LOCATION):	PAO NAME AND PHONE NUMBER:

MISCELLANEOUS:

☐ INITIAL   ☐ UPDATE   ☐ FINAL

SENT TO:_____

TIME: DATE:

BY:

NRSW ICS Form 209 (07/01)

Figure A-22

STATUS CHANGE FORM		Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):
NAME OF RESOURCE OR DESIGNATOR:	IDENTIFICATION NUMBER:	

STATUS

☐ ASSIGNED   ☐ AVAILABLE   ☐ OUT OF SERVICE (Rest)

☐ OUT OF SERVICE (Mechanical)   ☐ OUT OF SERVICE (Personal)   ☐ RESTAT PROCESS

☐ OUT OF SERVICE (Other - Specify)_____

FROM LOCATION:	TO LOCATION:
FROM LOCATION:	TO LOCATION:
FROM LOCATION:	TO LOCATION:
FROM LOCATION:	TO LOCATION:
FROM LOCATION:	TO LOCATION:

MESSAGE

NRSW ICS Form 210 (07/01)

Figure A-23

CHECK-IN LIST

	Page of

INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):

CHECK IN LOCATION

☐ BASE   ☐ STAGING MANAGER   ☐ ICP RESOURCE STATUS

☐ HELICOPTER BASE   ☐ AIRPORT   ☐ command center RESOURCE STATUS

☐ OTHER (SPECIFY)_____

PERSONNEL

SINGLE RESOURCE STRIKE TEAM TASK FORCE	KIND & TYPE	ORDER REQUEST NUMBER	DATE & TIME CHECK-IN	LEADER'S NAME & AGENCY/COMMAND	TOT	HOME BASE	DEPARTING POINT	MODE OF TRAVEL	INCIDENT ASSIGNMENT LOCATION	INFO TO RESTAT TIME & INITIALS	DEMOBILIZATION TIME & INITIALS

COMMENTS

NRSW ICS Form 211-A (07/01)

Figure A-24A

CHECK-IN LIST		Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):

CHECK IN LOCATION

☐ BASE   ☐ STAGING MANAGER   ☐ ICP RESOURCE STATUS

☐ HELICOPTER BASE   ☐ AIRPORT   ☐ command center RESOURCE STATUS

☐ OTHER (SPECIFY)_____

EQUIPMENT

AGENCY OR COMMAND	DATE & TIME OF CHECK IN	EQUIPMENT KIND, TYPE & IDENTIFICATION NUMBER	TOT	METHOD OF TRAVEL	INCIDENT OR ASSIGNMENT REPORTING LOCATION	INFO TO RESTAT TIME & INITIALS	DEMOBILIZED TIME * DATE

COMMENTS

NRSW ICS Form 211-B (07/01)

Figure A-24B

GENERAL MESSAGE FORM		Page of
INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):
FROM:	OFFICE:	
TO:	OFFICE:	
SUBJECT:		
MESSAGE:		
REPLY:		

TIME OF REPLY:	DATE OF REPLY:	REPLY FROM:

NRSW ICS Form 213 (07/01)

Figure A-25

UNIT LOG				Page of
INCIDENT NAME:		TIME PREPARED:	PREPARED BY (Name & position):	
OPERATIONAL PERIOD (Time & date):		DATE PREPARED:	APPROVED BY (Name & position):	
UNIT NAME:	UNIT DESIGNATOR:		UNIT LEADER:	

PERSONNEL ROSTER ASSIGNED

NAME	ICS POSITION	HOME BASE

EVENTS LOG

TIME	MAJOR EVENTS

NRSW ICS Form 214-A (07/01)

Figure A-26A

UNIT LOG		Page of
EVENTS LOG (Continued)		
TIME	MAJOR EVENTS	

NRSW ICS Form 214-B (07/01)

Figure A-26B

A-99

OPERATIONAL PLANNING WORKSHEET

Page   of

INCIDENT NAME:			TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):			DATE PREPARED:	APPROVED BY (Name & position):

DIVISION/GROUP OR OTHER LOCATION	WORK ASSIGNMENTS	RESOURCES (Show Strike Teams as ST)				REPORTING LOCATION	REQUESTED ARRIVAL TIME
		RESOURCE TYPE					
		REQ					
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					
		REQ					
		HAVE					
		NEED					

TOTAL RESOURCES REQUESTED	SINGLE RESOURCE				REMARKS:
	STRIKE TEAM				
TOTAL RESOURCES ON HAND	SINGLE RESOURCE				
	STRIKE TEAM				
TOTAL RESOURCES NEEDED	SINGLE RESOURCE				
	STRIKE TEAM				

COMMENTS/NOTES:

NRSW ICS Form 215 (07/01)

Figure A-27

DEMOBILIZATION CHECK-OUT			Page of
INCIDENT NAME:		TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):		DATE PREPARED:	APPROVED BY (Name & position):
DEMOBILIZATION NUMBER:	UNIT/PERSONNEL RELEASED:		TRANSPORTATION TYPE/NUMBER:
MANIFEST NUMBER:	ACTUAL RELEASE TIME AND DATE:		DESTINATION:
UNIT LEADER RESPONSIBLE FOR COLLECTING PERFORMANCE RATING:			AGENCY/REGION/AREA NOTIFIED:

UNIT/PERSONNEL RELEASED ARE SUBJECT TO SIGNOFF FROM THE FOLLOWING
(Demobilization unit leader check the appropriate box)

LOGISTICS SECTION		SUPPLY UNIT		COMMUNICATIONS UNIT	
FACILITIES UNIT		GROUND SUPPORT UNIT		PLANNING SECTION	
DOCUMENTATION UNIT		FINANCE SECTION		TIME UNIT	
SAFETY OFFICER (Only if personnel is driving. Must be physically fit and rested prior to being released (4-hour minimum)		OTHER (Specify)		OTHER (Specify)	

COMMENTS/NOTES

NRSW ICS Form 221 (07/01)

Figure A-28

LOGISTICS ORDER FORM

		Page of

INCIDENT NAME:	TIME PREPARED:	PREPARED BY (Name & position):
OPERATIONAL PERIOD (Time & date):	DATE PREPARED:	APPROVED BY (Name & position):

RESOURCE (Include name, type, description, & quantity)	PRIORITY: ☐ EMERGENCY ☐ XPEDITE
PERSONNEL/SPECIAL SKILLS:	NEEDED BY (Time & date):

INCIDENT/PROJECT ORDER NUMBER:	OFFICE REFERENCE NUMBER:	REQUEST NUMBER:

DELIVER/REPORT TO (Circle as appropriate):   OTHER (Specify)

command center DIR PAO SAFETY LIAISON OPS PLANS LOGISTICS FINANCE JAG

ICP   IC   PAO SAFETY LIAISON OPS PLANS LOGISTICS FINANCE STAGING MGR

DESCRIPTIVE LOCATION/RESPONSE AREA:	COMMENTS:

LOGISTICS SECTION
(If this form does not need to go to the Finance Section, the resource unit and the requestor must be notified of resource ETA)

RESOURCE OBTAINED FROM (Agency, company, etc.):	PHONE NO:	FAX NUMBER:	ORDER NO.	QTY

COSTS	PER HOUR	PER DAY	PER RESOURCE	TOTAL COSTS
CREWS				
OPERATORS				
TECHNICIANS				
OTHER (Specify)				

ACTION TAKEN:

ORDER PLACED BY:	TIME/DATE:

FINANCE SECTION
(The Finance Section is responsible for notifying the Resource Unit and requestor of resource ETA)

PO NUMBER:	EXECUTED BY (Name & position):	PHONE NUMBER:
EXECUTED DATE/TIME:	ETA REQUESTOR'S LOCATION.	DATE/TIME REQUESTOR NOTIFIED:

OTHER (Specify):

NRSW ICS Form 222 (07/01)

Figure A-29